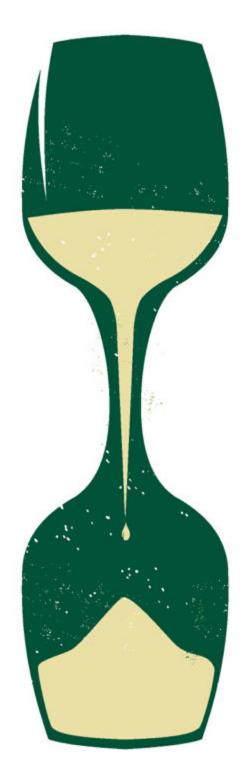


CLOSING THE CANCER GAP

BY ALICE PARK



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BRIEFING

13 Verbatim

14 | LightBox

A beachfront protest in Brazil

16 | World

Globalizing Islamist extremism; Vanuatu devastated by cyclone; national efforts to raise birthrates

18 Tech

The live-videostreaming app Meerkat

20 Nation

Hillary Clinton's nonresponse to critics

22 Health

Why diet soda may not be good for dieters

26 Milestones

Farewell to writer Terry Pratchett and architect Michael Graves

COMMENTARY

28 | The Curious Capitalist

Rana Foroohar on rumblings of a coming bear market

29 In the Arena

Joe Klein on the Israeli elections

ON THE COVER: From left: MaryAnn Anselmo photographed in New York City on March 13; Marcia Stiefel photographed in Bismarck, N.D., on March 15. Photographs by Christopher Morris—VII for TIME



During a break in talks with Iran's Foreign Minister, John Kerry chats with an aide outside a hotel in Lausanne, Switzerland, on March 17. Photograph by Brian Snyder—Reuters

FEATURES

30 Suspicious Minds

Decades of distrust loom over the U.S.-Iran nuclear talks *by Massimo Calabresi*

36 The Fighter

Wisconsin Governor Scott Walker takes his confrontational style to the national stage by Haley Sweetland Edwards

42 The Cancer Gap

Genetic profiling has spurred new customized treatments, but can they be made available to all patients? by Alice Park

48 General Admissions

Getting into elite U.S. universities has become harder, but a quality education may now be easier to find by Frank Bruni

THE CULTURE

54 Art

A photographer documents a camp for gender-creative kids

58 Movies

The animated feature *Home* brings together a trio of stars

60 Reviews

Rapper Kendrick Lamar wrestles with race; Dennis Lehane completes a crime trilogy

64 Sports

Major League Baseball speeds up the game

66 Books

The YA series *The*Haunting of Sunshine
Girl leaps from
YouTube to print

68 Pop Chart

Quick Talk with Kate Winslet; older action heroes; Bieber roasted

70 Essay

Susanna Schrobsdorff on how waiting to have kids affects grandparents

72 10 Questions

Former Secretary of State James Baker

DreamWorks' Home, page 58



DREAMWORKS ANIMATION

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Conversation

What You Said About ...



HILLARY CLINTON "Is she Teflon Hillary?" asked Fox News' Eric Bolling in a discussion of David Von Drehle's widely covered March 23 story on Clinton's prospects in the wake of controversy surrounding her private email use. The story

sparked hundreds of letters and comments and also lively chatter on Twitter, where self-described "conservative" reader John Sykes called it a "major indictment." Supporters of the Democratic front runner, like reader Susan McDonnell, also praised the piece. "I was insulted by Clinton's disingenuous arguments for circumventing federal records regulations," she wrote. Added Charles Evans of Mayfield, Ky.: "The article confirms, in my opinion at least, that we need some new faces in office be it Democrat or Republican."

Others were struck more by Clinton's fumbled response than by the mistakes regarding her email use (which many viewed as business as usual in politics). "Bill Clinton could have walked into that presser and convinced us all to somehow have empathy for him," said Jedidiah Bila on Fox's *The Five*. "She's not good at this. **Whoever coached her on that appearance should be fired.**"

Many also questioned whether Clinton was being targeted unfairly. "Hillary's deep intellect and steadfast commitment to public service are the yardsticks by which she should be judged," wrote Karen Pierce, a neuroscience professor at the University of California at San Diego. Added K. Abel of San Jose, Calif.: "The 'experts' stating that querying on emails is 'haphazard' and that all 62K mails should be gone through manually, really ought to step into the 21st century."

And some took issue with the cover itself. Time's previous cover featured the "Bush men, outside in the daylight looking handsome, young, and casual," wrote Ellen Hayes of Colchester, Vt. "This week I see Hillary looking downward in silhouette, with a dark background." That sentiment was amplified on social media, on which some people said they saw horns appearing to rise from Clinton's head. Time's response—that more than 30 cover subjects have had similar placement under the M in Time's logo, as seen at time.com/horncovers—did not convince

Elizabeth Lake of Ludowici, Ga., who wrote, "So who gets to wear the not-so-subliminal halo in the next cover shoot?"

CLUTTER CHAOS Josh Sanburn's feature on the rise of clutter in American homes prompted some inward reflection. "The retailing industry has successfully redirected the perception of self-esteem from our accomplishments to our possessions," lamented Steven Artigas of Westerly, R.I. Added Brian Fallon: "**Great, the first thing I did after reading the article on clutter is to order another book:** *The Life-Changing Magic of Tidying Up.*" And what about the effect of so much stuff on the environment? asked Carole Cernuto of Canoga Park, Calif. "Owning 100 pairs of shoes is an obscenity," she wrote.

THE STILL THRIVING AMERICAN CENTURY For a Commentary essay, Bryan Walsh interviewed Harvard political scientist Joseph Nye, who believes the U.S. is and will remain geopolitically dominant as long as it stays open to immigrants and political difference. That view is "dangerously misleading—particularly in the realm of military affairs," wrote John Arquilla, professor and chair of defense analysis at the U.S. Naval Postgraduate School. Citing the "small, smart weapons" and stealthier techniques used by China and other superpowers, Arquilla added, "Until energized by fresh operating concepts, they will run up costs and casualties until the American public steps in and says, 'Enough!"

GIVING UP CABLE Joel Stein's column about dropping his cable TV company struck a powerful chord. "I laughed and laughed. I have sooo been there," wrote Doris Cundiff of Portage, Ind. "Whatever you are paying Joel Stein," suggested Martha Foster of Norman, Okla., "double it."

STRONG CINDERELLAS Fans had one objection to a sidebar on "the women who kept the fairy-tale femme relevant" in Richard Corliss's review of Disney's *Cinderella*: omitting Lesley Ann Warren's portrayal in the 1965 TV version. "How could you?" asked Allyn Simon. Warren is "**the single most important Cinderella**," wrote Tony Seger of Southfield, Mich., adding, "Thank you for the opportunity to be 9 again."

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THE STARBUCKS FLAT WHITE

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ITS OWN ARTISTRY.









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Our TIME.com series has expanded from health to technology (including recent topics below). For more, visit time.com/youasked.

WHAT CAN I DO WHEN MY IPHONE'S BATTERY IS DYING?

1

Turn off cellular data. This will cut your iPhone off from wireless Internet service—meaning you'll be without access to email or iMessage—but you'll still be able to make calls and send and receive regular SMS texts.

2

Go into airplane mode. This will disable all communications while cutting down dramatically on battery usage. (You should also do this when you don't have service for a while, say, in a subway tunnel.)

3

Lower your brightness. That'll make your iPhone harder to read, but powering a bright screen eats up a whole lot of your iPhone's battery power. WHAT IS YIK YAK?

Currently used at 1,500 college campuses, Yik Yak is a fastgrowing mobile social network that allows users to write text

posts-called

yaks-entirely

anonymously.

2

Like Facebook, it was designed for college students: the app is geofenced to prevent use outside the range. Users vote up or down on posts, comment and create conversation threads.

Yik Yak has

its detractors because of potential snags its founders are working to address. Among them are cyberbullying and use of the app by kids in high school. HOW DOES 3-D PRINTING WORK?

п

Engineer Chuck Hull invented 3-D printing in 1983 using UV lights to form shapes out of resin. As with 2-D printing, a digital file is created and submitted to a device and the product is output; it may require some finishing touches when done.

2

Stereolithography (SLA) machines, the first iteration of 3-D printing, are used commercially—and can take days to print. The more consumer-friendly method involves melting plastic layer by layer.

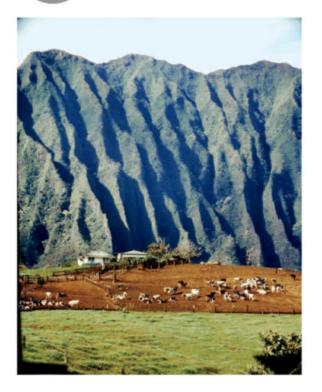
3

Edible-printing technology, which can print peanut butter and cheese using organic compounds, wowed at this year's Consumer Electronics Show. Up next in edibles: chocolate creations.



LIGHTBOX It's rare to get a glimpse inside North Korea, especially if you're a photojournalist. That's what makes Eddo Hartmann's access so remarkable; the Dutchman was able to snap dozens of pictures of Pyongyang's supersize statues and grandiose city squares. See more on lightbox.time.com.

NOW ON TIME.COM In March 1959, just a few months before Hawaii became America's 50th state, LIFE ran a series on the then rural territory (shown here in a 1959 photo by Ralph Crane). For more, visit time.com/oldhawaii.



LIGHTBOX: EDDO HARTMANN—HARTMANN PHOTOGRAPHY; HAWAII: THE LIFE PICTURE COLLECTION/GETTY IMAGES

Briefing



McDonald's

Nearly 30 employees have filed complaints after suffering severe burns

'Against all odds we have achieved a great victory.'

BENJAMIN
NETANYAHU, Israeli
Prime Minister, as his
party won a plurality
of parliamentary seats
in elections that
positioned him to
secure another term in
office after a bitter and
divisive campaign over
Israel's future;
Netanyahu drew

criticism for anti-Arab

rhetoric in the closing

days of the campaign

18%

Percentage of drivers who admitted in a new study that they "cannot resist the urge" to read or send texts while on the road



\$172,860

Size of the average Wall Street bonus in 2014, a 2% increase over 2013 and the highest average payout since 2007 'What the hell did I do? Killed them all, of course.'

ROBERT DURST, real estate heir and subject of HBO's *The Jinx*, while unaware he was being recorded during the show's final episode; Durst was arrested just before its airing and was later charged with murder

'Your archaic thinking is out of step with the times, just like your fashions.'

ELTON JOHN, singer, criticizing Italian fashion designers Domenico Dolce and Stefano Gabbana, who recently announced their opposition to gay adoptions; John and other celebrities announced they will boycott Dolce & Gabbana



'IN THIS COUNTRY, WE ALL HAVE THE RIGHT TO PROTEST.'

DILMA ROUSSEFF, Brazilian President, on the hundreds of thousands of people who gathered to protest against her as she's mired in a bribery scandal



Age, in years, of a pretzel discovered in Germany, which has been called an "archaeological sensation"

'This was a damn punk, a punk who was trying to sow discord.'



ERIC HOLDER, U.S. Attorney General, on the man charged with

shooting two police officers in Ferguson, Mo.; the suspect's lawyer later said he wasn't targeting cops in the St. Louis suburb rocked by racial strife





World

The New Caliphates

By Ian Bremmer

On March 19, Tunis became the latest city to experience a bloody terrorist attack when gunmen struck a museum and killed more than 20 people, most of them foreigners. Yet despite the growth of terrorist groups like ISIS, a war-weary Washington has been reluctant to accept the costs and risks that would come with a serious attempt to destroy them. That's in part because they have yet to post

a clear and present danger to global commerce. But as the new caliphates grow bolder, that could change.

Afghanistan and Pakistan: Former Pakistani and Afghan Taliban commanders have been pledging allegiance to ISIS. Though ISIS's new allies have yet to establish control of much territory, the "wilayah of Khorasan"—the region ISIS considers allied ground—includes all of Afghanistan and much of Pakistan. This development will only make it harder for the Afghan government to reach a lasting settlement with the Taliban.

TIPO SUR POURE

Tourists and visitors are evacuated from the Bardo museum in Tunis after gunmen opened fire

RIISSIA

'It would be boring without gossip.'

PRESIDENT VLADIMIR PUTIN, on March 16, refusing to explain a 10-day absence from the public eye, during which speculation about his whereabouts ran rampant; the same day, he ordered large-scale military exercises testing the defenses of Russia's Arctic borders



Nigeria: Boko Haram has established control over an area the size of Belgium that's home to about 1.7 million people. Last August, Abubakar Shekau, Boko Haram's self-proclaimed "emir," announced his plan to establish a caliphate on the model of ISIS. In March he switched gears and pledged allegiance to ISIS. Either way, Nigeria has bled—fighting associated with Boko Haram led to the deaths of over 6,000 civilians last year.

Iraq and Syria: ISIS controls about one-third of Syria, and experts estimate that more than 20,000 foreign nationals from roughly 90 countries have traveled to Syria to fight over the past three years. In total, about 10 million people now live under total or partial ISIS control in Syria and Iraq. The oil fields it holds, the taxes it imposes on local businesses, kidnappings, extortion and the cash held in banks within captured territory may make ISIS the wealthiest terrorist organization in history.

But while these militant groups can cause damage in Western, African and Arab countries alike—as Tunis shows—they pose no serious economic threat outside their borders that might force foreign governments to wage war on them. Afghanistan's gross domestic product is less than half the size of Rhode Island's. Nigeria is sub-Saharan Africa's leading oil exporter, but Boko Haram poses virtually no threat to the country's oil production. The same goes for Iraq, where 90% of the country's oil output is in the Shi'itedominated south.

It's impossible to predict when and where the next extremist attack on a Western target may occur. But it seems all too likely that it would require a mass-casualty terrorist strike in a Western country to build the public support needed for the sustained military effort that could actually eliminate these growing threats.

Foreign-affairs columnist Bremmer is the president of Eurasia Group, a political-risk consultancy



ARMS EXPORTS

China overtook Germany to become the world's third largest arms exporter in the past five years, behind the U.S. and Russia. Here's how much some nations' exports rose or fell since 2005–2009:



+143% China



+37% Russia



+33% Israel





SOURCE: STOCKHOLM INTERNATIONAL PEACE RESEARCH INSTITUTE



Surviving the Storm

VANUATU A woman and her child stand next to an uprooted tree near their home in Port Vila, the capital of the Pacific island nation, on March 16. A powerful cyclone with winds of more than 185 m.p.h. (297 km/h) struck the archipelago three days earlier, destroying or damaging up to 90% of buildings in some areas and killing at least 11 people. Many survived by sheltering in sturdy buildings like schools and churches. Photograph by Graham Crumb—Humans of Vanuatu/Reuters

ROUNDUP

How Countries Try to Make Babies

Japan is set to approve a draft law promoting speed-dating events, among other policies, to boost the country's fertility rate after the number of births fell to a record low for the fourth year running. Here's a look at how other countries have tried to get citizens to procreate:



Time Off

In South Korea, where the birthrate trails mortality, the Health Ministry began turning the lights off early one day a month in 2010 to spur its workers to go home and multiply.



Goody Bags

Singapore, which has one of the world's lowest birthrates, will give babies born this year a goody bag of items like clothes and baby slings, to honor the nation's 50th anniversary.



Grand Prizes

In Russia, which saw its native population decline for two decades, one region has offered prizes like refrigerators to families of babies born on June 12. a nationalist holiday.



Cheap Tickets

France keeps its birthrate among the highest in Europe with tax breaks and deals for families with at least three children, such as discounted train fares and movie tickets.

WORLD

The annual change in the rate of global carbon emissions in the energy sector in 2014, marking the first time in 40 years that emissions have stalled without a simultaneous global economic slowdown, according to the **International Energy** Agency

Trending In



became a symbo of the nation's economic crisis by standing unused since 2011 will host its first airliners in September. The Spanish economy grew by 1.4% last year, expanding for the first time since



France is expected to pass a bill that criminalizes the use of excessively thin e steps of Spain, aly and Israel. The nch law would fine up to \$80,000 foi



Microsoft plans to tackle software piracy in China by of-fering free upgrades to its upcoming Windows 10 operat-ing system to all ing system to all users, no matter whether they are running genuine versions pourth software. Roughly three-quarters of PC

Tech

Now You See It

How live-streaming became the star of South by Southwest

NOT SINCE TWITTER DEBUTED IN 2007 at South by Southwest, the Austin-based confab, has an app taken off there quite like Meerkat has this year. The video-streaming startup became the talk of the conference, aided by its dead-simple interface, which lets iPhone users become live broadcasters with the press of a button. Live-stream videos are hardly novel, but Meerkat, which launched in February, has gained traction by pairing the concept with social media. Users blast out videos via Twitter, and followers can easily like or comment on the streams as they're being broadcast. Meerkat garnered 160,000 users in less than three weeks.

So far, many first adopters are streaming videos of their bored officemates or sleeping pets. But there's a lot of potential for morecompelling content. Real estate agents have used the app to host virtual house tours, and journalists have streamed the continued unrest in Ferguson, Mo. Brands are also testing Meerkat: Red Bull jumped on the service to stream a snowboarding competition from the vantage of the judges' table, for instance. Scott Campbell, a professor of telecommunications at the University of Michigan, says the appeal is similar to photo app Snapchat's, "making it easier for other people to participate in a moment."

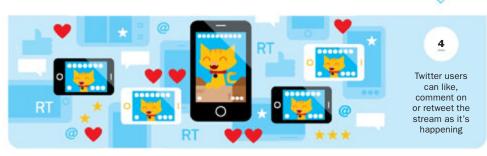
Meerkat has plenty of competitors, including Twitter, which cut off access to some of its functions on March 13 and is planning a similar feature of its own. Another difference between today and 2007? Hit apps—think Chatroulette, Secret, Ello—can have a much shorter life span before disappearing.

HOW MEERKAT WORKS









THE COMPETITION

STRE.AM

This live-streaming app offers functionality similar to Meerkat's but also streams to Facebook and Google+

TWITCH

The Amazon-owned site known for streaming video games added the ability to livestream mobile games last March

PERISCOPE

Twitter's yet-to-belaunched streaming app will reportedly let users view archived footage and could kill off Meerkat's hype



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Photography by Brigitte Lacombe

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Nation

Search Party Hillary Clinton clears up some email questions and raises others

BY ALEX ALTMAN

A WEEK AFTER TRYING TO MOVE BEYOND HER email controversy, Hillary Clinton is still working to clarify how she cleared her inbox. Her staff now says lawyers read through every email she sent and received as Secretary of State before deeming more than half of them to be personal records and discarding them.

The new assertion expands on Clinton's initial account of how her attorneys determined which emails to turn over in response to a State Department records request. But as two Republican-controlled House committees investigate her email-retention practices, key questions about the process remain.

As Secretary of State, Clinton had a responsibility to turn over all emails from her home computer server that qualify as federal records, even if they contained only a line or two of official business. Intentionally destroying such records can be prosecuted as a crime, though Clinton says her attorneys were careful to

follow the law. In a fact sheet released after Clinton's March 10 press conference at the United Nations, her office provided a detailed description of the "multi-step" sorting process her attorneys used to separate work-related documents from personal correspondence. The lawvers started with a search for all emails sent and received during Clinton's tenure at Foggy Bottom, then searched for documents sent to and from government email accounts, scanned for the first and last names of more than 100 specific

Spam folder Clinton has failed to defuse criticism of her email habits

people, reviewed those

addresses to check for

common misspellings

and "lastly" looked for possible work-related keywords like *Benghazi*.

These steps produced over 30,400 emails, Clinton's office said. A total of 30,490 were handed over to the State Department. The fact sheet made no mention of anyone reading the emails, raising questions about whether relevant documents slipped through the cracks.

Several days after the press conference, Clinton's spokesman Nick Merrill told TIME that her lawyers used keywords and other filters in addition to reading each document individually, not in lieu of that process. "Every one of the more than 60,000 emails were read," Merrill said. "We apologize if the fact sheet wasn't clear enough on this point."

A person familiar with the effort said Clinton's attorneys read every line of

the email cache.

But Clinton's team has still not explained some details of the

email review, including how the two methods complemented each other, when the reading began and whether it resulted in any

additional documents being handed over to the State Department.

The answers to those questions could still matter for Clinton, who is preparing to launch her all but certain presidential campaign in the coming weeks. House Speaker John Boehner called on Clinton to turn over her personal server to a "neutral third party" even though Clinton has said her 31,830 personal records have already been discarded. "I think this is the fairest way," Boehner told reporters on March 17, "to make sure that we have all the docu-

ments that belong to the

public, and ultimately all of

the facts."

The Rundown

POLITICS Illinois Representative Aaron Schock, 33, announced March 17 that he would resign his House seat at the end of the month—an abrupt end to the political career of a once rising GOP



star. Schock stepped down amid media reports alleging that he improperly used taxpayer and campaign funding for

lavish expenses, including a *Downton Abbey*–influenced office renovation.

COLLEGES The Kappa Delta Rho fraternity suspended its Penn State University chapter for a year on March 17 after the disclosure that the frat operated a private Facebook page with photos of naked women-some of whom appeared to be unconscious-posted without their consent. A criminal investigation is under way. The news comes a week after the University of Oklahoma disbanded its Sigma Alpha Epsilon chapter and expelled two members for chanting racial slurs, prompting a national review of the fraternity.

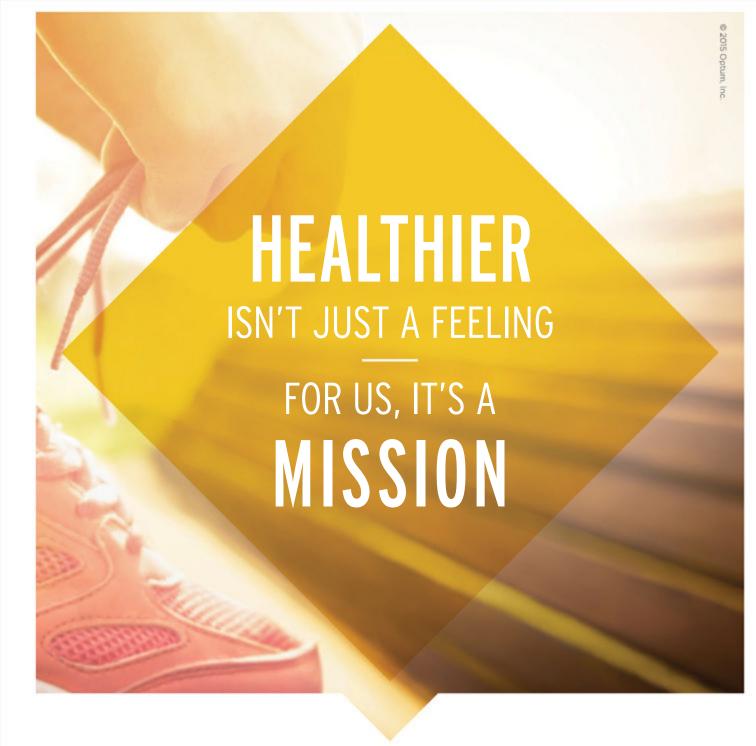
WEATHER

108.6 in.

Total winter snowfall in Boston (275.8 cm) as of March 16, breaking the record for the snowiest season in city history, set in 1995–96.

ELECTIONS On March 16, Oregon became the first state to automatically register eligible residents to vote. Under the new law, which could add some 300,000 voters to the rolls, ballots will be mailed to all unregistered adults who have interacted with the DMV since 2013.

CLINTON: NA SON NGUYEN-AFP/GETTY IMAGES; SCHOCK: SETH PERLMAN-





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optum.com

Vitals



VITAL STATS

64 Iger's age \$7.5B Disney's profit for the 2014 fiscal year 4:30 A.M.

When Iger wakes up for his daily workout

1928
Year Walt Disney created Mickey Mouse

Bob Iger Media mogul

After a decade of running Walt Disney Co., CEO and chairman Bob Iger shows no signs of flagging. On March 12, Disney said it would make a sequel to Frozen, the top-grossing animated movie of all time—and announced plans for Star Wars spin-offs beyond a new trilogy. Disney's fiscal-2014 revenue of \$48.8 billion marked a record for the company.

▶ CLAIMS TO FAME

Iger started his career as a local-TV weatherman and rose through the ranks at ABC (now owned by Disney). He survived the tumultuous reign of his predecessor, Michael Eisner, and since taking the top job in 2005 has transformed Disney into the world's largest entertainment company. From 2006 to 2012, he acquired Pixar, Marvel and Lucasfilm—enlarging Disney's stable of lucrative intellectual property—and boosted the firm's moribund parks business.

▶ CURRENT CHALLENGES

Iger, who had planned to retire in 2016, will stay on until 2018. Until then, he must secure his legacy by pulling off a smooth CEO transition at a company mindful of pre-Iger turmoil.

▶ BIGGEST CHAMPION

Shareholders, who often line up to ask him questions at annual meetings. Under Iger, Disney has seen total shareholder returns of 341%, compared with 104% for the S&P 500 over the same period.

▶ BIGGEST OBSTACLE

Keeping international expansion humming. The opening of the \$5.5 billion Shanghai Disney resort has slipped and is now set for early 2016.

► CAN HE DO IT?

Yes. Though big-ticket acquisitions rarely deliver the promised returns, Iger's deals have paid off handsomely. He has proved himself a master at balancing Disney's various businesses. Choosing someone who can do so after him will be more complicated. —MATT VELLA

COMPLEXITY

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Health

The Skinny on Diet Soda

Is it time to kick artificial sugars out of the can?

BY MANDY OAKLANDER

1. Not all sweetness satisfies.

When you consume enough real sugar, your brain gets the message, and a sense of satiety—or fullness—takes over. "Regular sugar has caloric consequences," says Dr. Helen Hazuda, professor of medicine at the University of Texas Health Science Center at San Antonio and senior author of the new study. "Your body is used to knowing that a sweet taste means you are ingesting energy"—that means calories—"and that if you don't burn them off, it's going to convert to fat," she says. But the most popular artificial sweetener in diet drinks, for instance, is about 200 times sweeter than sugar without triggering a feeling of satiety.

2. That can lead to overeating.

Bad things can happen when you strip sweetness of its power to satisfy: the link between eating and the role of calories in your body starts to crumble. According to a recent study, when rats ate yogurt mixed with an artificial sweetener, they consumed fewer calories and gained more weight than rats that ate sugar-sweetened yogurt, suggesting that the no-calorie sweeteners interfere with a natural ability to regulate incoming calories. This-no surprise-can lead to sugar cravings and weight gain.

DIET SODA GIVES YOU A SUGAR RUSH FAR STRONGER THAN THE granulated stuff in a sugar bowl ever could—and for no calories. But research is mounting that low- and no-calorie sweeteners may not be great choices for dieters. A recent study found that over nine years, diet-soda drinkers gained nearly triple the abdominal fat—3 in. (8 cm)—as those who didn't drink diet soda.

Though scientists are still puzzling over how this may happen, here's what they think is going on.

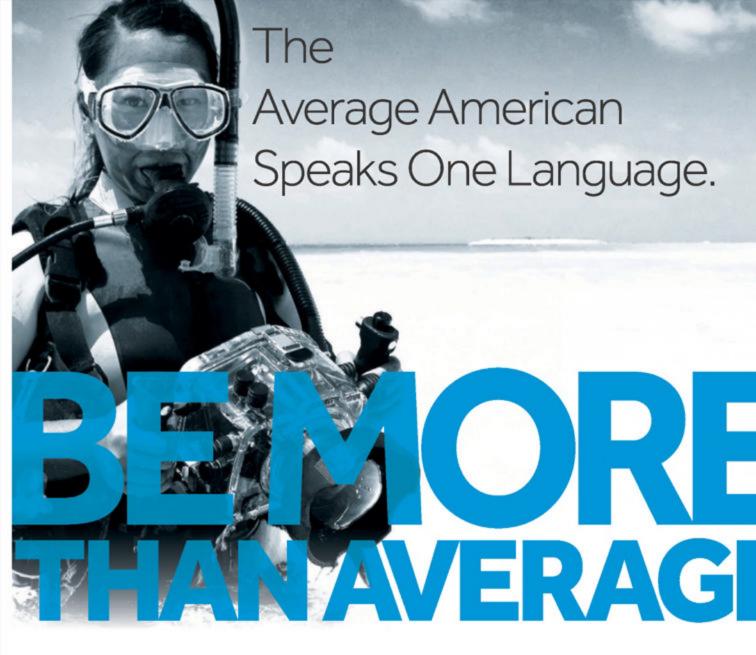
4. It might be bad for your heart.

In a study based on dietary questionnaires of 9,500 people, those who said they drank one can of diet soda a day had a 34% higher risk of metabolic syndrome-a cluster of risk factors that can lead to heart disease and Type 2 diabetes—than those who didn't drink diet soda. The study stopped short of drawing a cause-and-effect link, but the association surprised the authors, who called for more research.



A recent study in Nature found that artificial sweeteners changed the colonies of gut bacteria in mice in ways that made the animals vulnerable to insulin resistance and glucose intolerance, which are metabolic disorders that can lead to weight gain and increase the risk of Type 2 diabetes.







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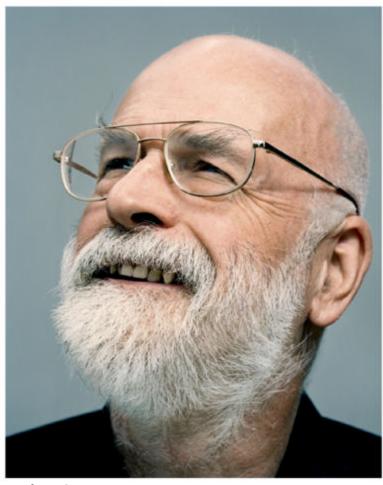


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Milestones



Pratchett on Sept. 24, 2009

DIED

Terry Pratchett Prolific fantasy author

Terry Pratchett didn't fear Death. The British fantasy author, who died March 12 at age 66, wrote more than 70 books. And Death—the scythe-carrying, cloak-wearing, shepherd-of-souls kind of Death—was one of the most beloved characters in his wildly popular *Discworld* series. Pratchett's Death loved cats, rode a horse named Binky and cared about the creatures who walked his fictional pancake of a planet. Pratchett's books sold more than 85 million copies worldwide, and he was one of Britain's best-selling authors of the 1990s. It's easy to understand why: few fantasy authors have come close to creating a universe as vivid and expansive as Discworld.

But Pratchett was fearless in other ways. After being diagnosed with a rare form of early-onset Alzheimer's disease in 2007, he became an advocate for medically assisted suicide and Alzheimer's research. He continued to work, completing the 41st *Discworld* book last summer. "If I knew that I could die at any time I wanted, then suddenly every day would be as precious as a million pounds," he said in 2010 of what he preferred to call "assisted death."

"If I knew that I could die, I would live." — NOLAN FEENEY

RETIRED

San Francisco 49ers linebacker **Chris Borland**, 24, after a promising rookie season. Borland said he was concerned about the long-term effects of repetitive head trauma from playing the sport.

DISCOVERED

The supposed bones of **Miguel de Cervantes**, in a tomb below a Madrid convent. The *Don Quixote* author was buried in 1611, but his coffin was lost when the convent was rebuilt several decades later.

ANNOUNCED

That **Prince Harry** will quit the British army in June. He has served in the armed forces for 10 years, including two tours of duty in Afghanistan. He says he's now exploring "options for the future."

APPROVED

By a vote of members of the largest U.S. **Presbyterian** denomination, the inclusion of samesex unions in the church's definition of marriage.

FORMED

A **new island** in the South Pacific, created by sediment from an underwater volcano, Hunga Tonga, that started erupting in December. The new island is 1,640 ft. (500 m) long.

DIED

Longtime Toto bassist **Mike Porcaro**, 59. He
played with the band
from 1982, the year
it had a No. 1 hit with
"Africa," until 2007,
after complications
from ALS prevented
him from touring. DIED

Michael Graves

Architect

Michael Graves always preferred the approval of the crowd over the acclaim of his peers.

Graves, who died March 12 at age 80, made his name as a pioneer in postmodernist architecture. His Portland Building in Oregon remains the movement's defining monument in the U.S. The imposing cube of oversize classical elements framed by stucco paneling was intended to counter the homogeneity of the average city center and has divided Portland residents since its completion in 1982.

Graves' fame
grew as he moved
further into commercialism. An office
building for Disney
spliced the Doric geometry of the Parthenon with the Magic Kingdom,
the pediment on its facade lifted by seven dwarves. He also
designed over 2,000 pieces of
houseware, most famously an
Alessi teakettle with a bird as
the whistle.

He was partly paralyzed by an infection in 2003 and shifted his focus to health-care design, injecting his sense of fun into walking sticks and wheelchairs.

Asked in 2011 if he worried that his populism had damaged his reputation, he demurred: "Just the opposite. It was my hope to do that."—DAN STEWART



Graves in 2000

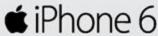
HETT: SPENCER MURPHY—CONTOUR/GETTY IMAGES; GRAVES: CHRISTOPHER FELVER—CORBIS

26

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Rana Foroohar

Who Let the Bears Out?

The end of easy money means a market correction of significant proportions



NEW SKYSCRAPERS TEND TO CORRelate with market peaks. Construction of the Empire State and Chrysler buildings marked a top in equities back in the 1920s, just as the comple-

tion of the World Trade Center pegged the top in the 1970s, as behavioral economist Peter Atwater recently pointed out to me. So will the current proliferation of luxury skyscrapers correspond to the end of a multiyear bull market in the U.S.? Quite possibly, yes. In the short run, that could complicate the lives of average investors, but at root it really shows how scrambled the world of international finance has become.

AVVY INVESTORS EVERYWHERE HAVE BEEN chattering for some time about the arrival of a new bear market. Recently, those worries have reached a fever pitch. It's not the nosebleed buildings that have them spooked but the machinations of the world's central bankers. Since the financial crisis of 2008, the trillions of dollars they've poured into markets in an attempt to buoy the global economy have basically dictated the direction of stocks—up.

No single actor has done more to bolster markets than the U.S.'s Federal Reserve bank. But in October, the Fed ended its \$4.5 trillion bond-buying program, and a strengthening U.S. economy means it is mulling an interest-rate hike, probably by September. Higher rates will mean lower stock prices. In Europe, where the European Central Bank just began a similar bond-buying program, the opposite is true: stocks are going up.

What's amazing is that the real economy in the U.S. is getting stronger (recent payroll numbers were the best since 2006), even as the European economy is plunging into another episode of the telenovela that is its debt crisis. It's a bizarro world that makes sense only if you try to understand how central banks work. Central bankers pump money into the market when they perceive their home economies as being weak. They pull back when they sense a sustainable recovery is in hand. The end result is a complete divergence between the real economy and the markets.

This problem has been brewing for decades, as loose monetary policy has become the fallback position for governments that don't want to do the hard work of training a 21st century workforce, paying

MONEY MOVES



WHAT GOES UP

The S&P 500 has gone 41 months without a correction of 10% or more, nearly two years longer than the average bull run of 18 months.



.. MUST COME DOWN?

The Fed has initiated a tightening cycle 16 times since the end of World War II. In 13 instances, the market fell in the six months leading up to the rate increase.

for new infrastructure or coming up with smarter, less consumption-based means of growth.

Certainly this was the case post-2008, and the results have been mixed. Many will rightly argue that quantitative easing in the U.S. helped the rich more than the poor, since they hold the majority of stocks. But particularly in the early days, it also greased the wheels of a weak recovery that has benefited everyone, even if unequally. It certainly kept unemployment lower than it would have otherwise been. In lieu of more political action to address the root causes of slower growth, central bankers felt they had no choice but to keep the money spigots on. Fed Chair Janet Yellen, a Keynesian, told me as much when she took up her position last year.

For politicians, it's always easier to let the central bankers of the world keep the sugar high of easy money going rather than tell this or that vested interest group that things are going to be tough for a while. But what happens when the sugar is metabolized? A market correction, no doubt. The only question is how long and how deep.

HE RAMIFICATIONS AREN'T LIKELY TO BE PRETty. The Bank for International Settlements, a bank for central banks, based in Switzerland, has warned that the coming Fed pullback in the U.S. could have "significant" consequences. "The disconnect today between the markets and the real economy has never been bigger," explains Mohamed El-Erian, chief economic adviser at Allianz and chairman of President Obama's Global Development Council, who is working on a book about how central bankers have distorted the market in pursuit of better economic outcomes. "It scares me to think what happens if we reach the end of this policy road and the economic results are disappointing," he adds. That leaves average consumers with few good options aside from buying and holding an index fund.

Already we're seeing more market volatility this year than we saw all of last year, as investors begin to jitter. The U.S. markets may not be the prettiest house on the ugly block that is the global economy anymore. Now that European markets have been sprinkled with central-bank fairy dust, look for money to rush there, despite slower real economic growth. Investors aren't outright panicking—yet. From the world's penthouses, it can be hard to see what's happening on the ground.

Source: S&P Capital IQ

28 TIME March 30, 2015

Joe Klein

Disgrace in Victory

Benjamin Netanyahu won a tragic election by vilifying Arabs and defacing Israel's history



A FEW YEARS AGO, I DROVE FROM JErusalem to the West Bank, to the city of Bethlehem, to have dinner with Time's Palestinian stringer, the late Jamil Hamad. He was a gentle and so-

phisticated man, soft-spoken, and level headed when it came to politics. After dinner, I drove back to Jerusalem and had to pass through the bleak, forbidding security wall. An Israeli soldier asked for my papers; I gave her my passport. "You're American!" she said,

not very officially. "I love America. Where are you from?" New York, I said. "Wow," she said, with a big smile. And then she turned serious. "What were you doing in there," she asked, nodding toward the Palestinian side, "with those animals?"

And that, of course, is why Prime Minister Benjamin Netanyahu "won" the Israeli election. That is how he won the election even though there was a strong economic case against him, and people were tired of his ways, and about 200 former Israeli military and intelligence leaders publicly

opposed his dangerously bellicose foreign policy. He won because he ran as a bigot. This is a sad reality: a great many Jews have come to regard Arabs as the rest of the world traditionally regarded Jews. They have had cause. There have been wars, indiscriminate rockets and brutal terrorist attacks. There has been overpowering anti-Jewish bigotry on the Arab side, plus loathsome genocidal statements from the Iranians and others. But there has been a tragic sense of superiority and destiny on the Israeli side as well.

Ari Shavit's brilliant conundrum of a book, My Promised Land, and you will get chapter and verse about the massacres perpetrated by Jews in 1948 to secure their homeland. It may be argued that the massacres were necessary, that Israel could not have been created without them, but they were massacres nonetheless. Women and children were murdered. It was the sort of behavior that is only possible when an enemy has been dehumanized. That history haunted Netanyahu's rhetoric in the days before the election, when he scared Jews into voting for him because, he said, the Arabs were coming to polls in buses, in droves, fueled by foreign money.

It should be noted that those Arabs represent



Winning ugly

Netanyahu,
pictured at the
Likud headquarters
in Tel Aviv for his
victory speech,
overpowered
Israelis' economic
concerns with
alarmist appeals

TO READ JOE'S BLOG POSTS, GO TO time.com/swampland about 20% of the population of Israel. About 160,000 of them are Christian, and some of them are descendants of the first followers of Jesus. Almost all of them speak Hebrew. Every last one is a citizen—and it has been part of Israel's democratic conceit that they are equal citizens. The public ratification of Netanyahu's bigotry put the lie to that.

Another conceit has been that the Israeli populace favors a two-state solution. That may still be true, but the surge of voters to the Likud party in the days

after Netanyahu denied Palestinian statehood sends the message that a critical mass of Israeli Jews supports the idea of Greater Israel, including Judea and Samaria on the West Bank. This puts Israeli democracy in peril. The alternative to a two-state solution is a one-state solution. That state can only be Jewish, in the long run, if West Bank Arabs are denied the right to vote.

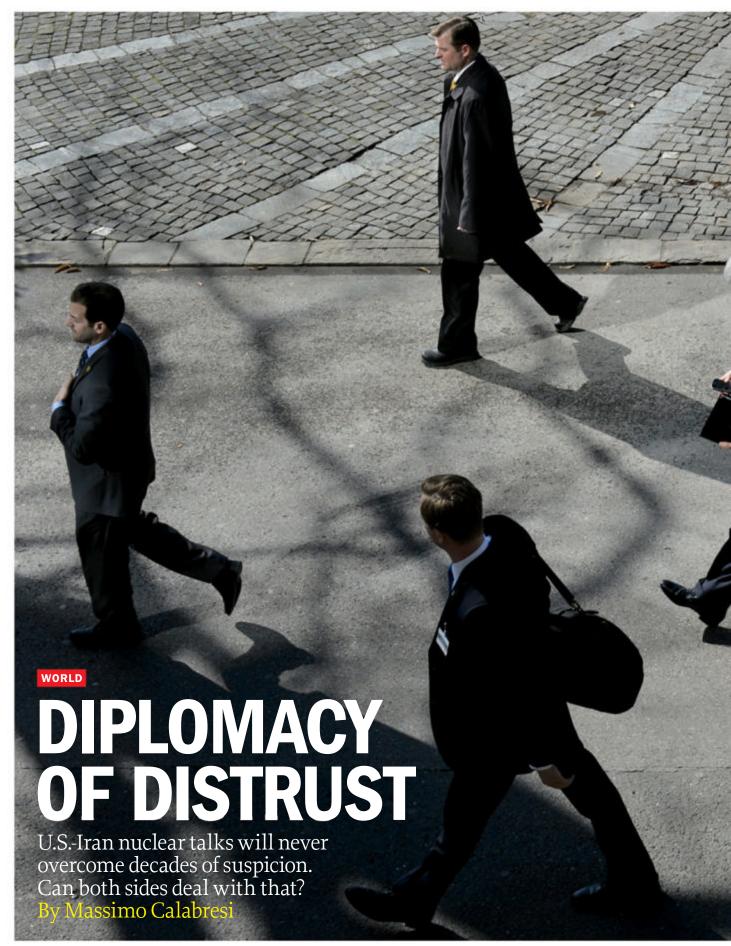
There will be many—in the Muslim world, in Europe—who will say that the results are no surprise, that Israel has become a harsh, bigoted tyrant state. It has certainly acted that way at times, but usu-

ally with excellent provocation. It is an appalling irony that the Israeli vote brought joy to American neoconservatives and European anti-Semites alike.

HEN I WAS A LITTLE BOY, MY GRANDMOTHER would sing me to sleep with the Israeli national anthem. It still brings tears to my eyes. My near annual visits to Israel have always been memorable. About a decade ago, I was at a welcoming ceremony for new immigrants—thousands of them, Russians and Iranians and Ethiopians. And I thought, if Ethiopians and Russians could join that way, why not, eventually, Semites and Semites, Jews and Arabs?

That was the dream—that somehow Jews and Arabs could make it work, could eventually, together, create vibrant societies that would transcend bigotry and exist side by side. The dream was that the unifying force of common humanity and ethnicity would, for once, trump religious exceptionalism. It was always a long shot. It seems impossible now. For the sake of his own future, Benjamin Netanyahu has made dreadful Jewish history: he is the man who made anti-Arab bigotry an overt factor in Israeli political life. This is beyond tragic. It is shameful and embarrassing.

TIME March 30, 2015





the Palais Coburg hotel in the heart of Vienna sits atop an elaborate staircase rising from the end of the former palace's carriage drive, creating what the hotel's promotional literature calls "the anticipation of a grand event." But on a balmy day last June, the five American nuclear experts arriving at Palais Coburg needed no added drama. Ahead of them lay a tense confrontation with their Iranian counterparts in a day of high-stakes talks over Tehran's nuclear program.

In one of the building's ornate 19th century staterooms, the Americans faced off against the Iranians across a large conference table. Over the next hour, the U.S. team presented excerpts from a series of highly classified Iranian documents that U.S. intelligence had obtained from Tehran's top-secret nuclear-weapons program, according to several sources familiar with the talks. The documents, the U.S. officials said, proved what the International Atomic Energy Agency (IAEA) had said publicly: that Iran had researched components of a missile-deliverable nuclear warhead, including specialized firing mechanisms, warhead designs and modified re-entry capsules for use atop Iran's existing mediumrange Shahab-3 missiles. That and other technology, plus a supply of weapons-grade uranium, would have given Iran the bomb.

The Iranian negotiators dismissed out of hand the evidence the U.S. team laid in front of them, calling the documents fabrications and denying that the country had ever sought a nuclear weapon or the means to build one. The Americans expected that—but the purpose of the presentation was not to win an argument. Rather, the message from Washington to Tehran was simple, according to the sources familiar with the briefing: We will never trust you. Ever. Any agreement by the U.S. and its international allies to ease economic sanctions on Iran would have to come in exchange for broad and lasting nuclear transparency by Iran—not simply promises or pledges.

The Vienna meeting was just one of dozens that have taken place over the past 16 months as the U.S. and Iran have struggled to reach just such a deal, and this month Secretary of State John Kerry and his counterpart, Iranian Foreign Minister Mohammad Javad Zarif, are attempting

to agree to the outlines of one before a self-imposed March 24 deadline. But last spring's exchange in Vienna captures the central challenge of the talks: Is it even possible to construct a complex nuclear agreement between two countries whose mutual distrust runs so deep?

Building bridges across distrust is the point of diplomacy—just ask the negotiators who hammered out nuclear agreements between the U.S. and the Soviet Union during the Cold War. But with the U.S. and Iran it's hard to know where to begin laying bricks. The two nations are sworn enemies that have had no formal diplomatic relations since the 1979 revolution brought the anti-American ayatullahs to power. Iran developed its nuclear program secretly and in violation of international law: as a signatory to the Nuclear Non-Proliferation Treaty, it forswore the right to develop nukes. It was caught thanks only to Western spies and inspectors from the IAEA. For more than a third of a century, the U.S. and Iran have dealt with each other through threats, covert attacks and sabotage.

So what has kept both sides at the bargaining table these past 16 months? Fear. The U.S. worries that a nuclear Iran could threaten its Middle East allies. Tehran has long sponsored overt and covert war throughout the region, including against Israel; with nuclear weapons Iran would become even more powerful and dangerous. The ayatullahs, for their part, fear the destabilizing effect of continued international sanctions, which have crippled their economy. Most of all, both sides know that the failure of diplomacy could bring war, as Israel and the U.S. have sworn to use force to prevent Iran from getting the bomb.

As the talks have unfolded, the distrust between the U.S. and Iran has spread from the negotiating table to capitals around the globe. Differences over the merits of a deal have badly damaged relations between Israel and America. Congress accuses President Barack Obama of endangering U.S. security in the talks, while Obama says that it's Congress threatening the U.S. by meddling. Iranian hard-liners in Tehran don't trust their negotiators, while the negotiators aren't sure their theocratic rulers will sign off on any deal they make.

With those global tensions building, participants in the talks say they are worried about the fallout should they fail to



Iran knows how to build a nuclear weapon. A key question in the talks is how long it needs to actually put one together. As things stand, Iran is months away from producing enough highly enriched uranium to supply the explosive core of a bomb. The U.S. wants to ensure it would take Iran at least a year to produce the fuel. A key point of debate: how to measure that capability.

reach a deal by the March 24 deadline. As Kerry and Zarif try to hammer out a long-term political agreement at their hotel in Lausanne, Switzerland, it's unclear whether there's enough time—and trust—to keep talking at all.

The "Orchid" Master

THE INTERNATIONAL COMMUNITY'S DIStrust of Iran's nuclear ambitions largely traces back to one man: Mohsen Fakhrizadeh, who has been called Iran's Robert Oppenheimer—the American scientist who led the creation of the world's first atomic bomb. The 54-year-old physicist is a ranking member of Iran's hard-line Revolutionary Guards and has guided the Islamic Republic's nuclear-weapons efforts. Starting in the late 1990s, he consolidated the research physics and defense arms of the Iranian nuclear program in what came to be called the Orchid Office, named after the street on which it was located in Tehran, according to a lengthy and detailed November 2011 report by the IAEA.

Once the Orchid Office was established, Fakhrizadeh set about pursuing three main branches of nuclear-weapons

What it has:

2.5%-5% ENRICHED URANIUM

As of February 2015, Iran had 7,953 kg of low-enriched uranium. If further enriched, that would be enough for seven nuclear bombs.



9,156

WORKING CENTRIFUGES

Special machines called centrifuges enrich uranium. Producing enough highly enriched uranium for a bomb takes weeks or months, depending on how many centrifuges you have and how technologically advanced they are. As of February 2015, Iran had nearly 20,000 centrifuges, more than half of them idle.

What it needs:

90% ENRICHED URANIUM About 25 kg of high

About 25 kg of highly enriched uranium should be enough for a nuclear bomb.



How long would it take?

1-9 MONTHS

SOURCES: INTERNATIONAL ATOMIC ENERGY AGENCY; INSTITUTE FOR SCIENCE AND INTERNATIONAL SECURITY



Experts are divided on how quickly Iran could produce enough material for a bomb. Estimates range from one month to more than nine months, depending on how many—and what kind of—centrifuges Iran could deploy and how much of its uranium stockpile it could use.

research. The first, known as the "green salt project," aimed to develop the material for a nuclear warhead. Iran is blessed with a natural supply of uranium, and in what he labeled Project 5, Fakhrizadeh organized its mining, milling and conversion into gas. Over time, in secret and on the open market, Iran procured the materials needed to construct thousands of high-speed centrifuges that could refine the gas into weapons-grade uranium, and it built two secret facilities to house them, one at Natanz, the other at Fordow.

Fakhrizadeh's second task, the IAEA has reported, was to design and develop the mechanical system for initiating a nuclear explosion with the uranium—the bomb part of a nuclear bomb. First, the uranium needs to be carefully cast into the right shape. Then, to initiate the atomic chain reaction, fast-acting detonators need to go off within one microsecond of each other, driving the implosion of the uranium. And for the uranium to reach supercritical density and initiate a fission explosion, charges around the outside of a spherical casing need to yield a uniform blast wave that evenly drives the uranium

inward. The IAEA found that Fakhrizadeh and his Orchid Office had overseen the development of each of these elements.

Most worrying to Iran's neighbors, the triggers and explosives from his first two projects, when put together, would form a warhead that exactly matched the dimensions Fakhrizadeh was using in his final area of research, Project III. That was designed to show how a new spherical payload could be incorporated atop Iran's existing Shahab-3 missile, which could be modified to reach targets up to 1,200 miles (1,930 km) away, bringing Israel within its range.

Iran says the U.S. and IAEA documents detailing Fakhrizadeh's work are fabrications and argues that every part of his research was aimed at peaceful, civilian projects, or at least nonnuclear military ones. The U.S. and the IAEA admit that some of his projects could conceivably be used that way, but most others couldn't. Taken together, there is no project for which the research collectively applies other than building a missile-deliverable nuclear warhead, according to the IAEA, the U.S. and many of its allies. And by 2003, Fakhrizadeh was well on his way to

developing one.

Yet after the shock and awe of the U.S. invasion of Iraq in 2003, Iran suddenly stopped its pursuit of nuclear weapons, according to a 2007 U.S. intelligence assessment. Fakhrizadeh complained that his funding had been cut off. And right after the invasion, the Iranian regime sent a secret letter to the U.S. via the Swiss ambassador to Tehran, offering to engage in talks. The Administration of then President George W. Bush rebuffed the overture. By the time Obama made an offer to engage with Iran based on "mutual respect" in March 2009, the Supreme Leader Ayatullah Ali Khamenei was no longer in the mood.

Against those fleeting and fumbled efforts to build trust, the two sides continued to act on their deep-seated suspicion of each other. Iran may have stopped its research into a nuclear weapon, but it accelerated its production of low- and medium-enriched uranium, increasing the stockpile of potential material with which it could rapidly assemble a bomb. In a September 2009 announcement with France and the U.K., Obama revealed the existence of the secret Fordow enrichment plant. Soon after, centrifuges at Natanz began malfunctioning. As many as 1,000 of the 9,000 centrifuges at Natanz were taken offline, thanks to a computer virus called Stuxnet that was traced back to a cyberattack launched by the U.S. and Israel.

More threatening, certainly for Fakhrizadeh, were magnetic "sticky bombs" that unidentified assailants attached to the cars of his colleagues in the Iranian nuclear program, blowing them up. One bomb killed nuclear scientist Majid Shahriari as he was being driven to work in late 2010. Another nearly killed a colleague named Fereydoon Abbasi the same day. At least 11 people have been killed in unexplained attacks against Iran's nuclear program. No one has taken credit for them; the Iranians blame Israel.

For Iran's leaders, though, the greatest danger came not from cyberweapons or sticky bombs but from the new U.N. sanctions imposed on Iran in June 2010 with the support of the usually obstructionist Russia and China. The European Union, Iran's most important trading partner, tightened its own sanctions in 2010 by joining the U.S. oil embargo. The U.S. Congress added to its already tough sanctions in July

TIME March 30, 2015 33

2013 by closing off much of Iran's foreign financial access. By 2013 inflation was running at nearly 40% in Tehran, joblessness was rising, and basic foods had more than doubled in price within a year.

Exhausted by their confrontations and fearing worse, the two sides started secret talks in March 2013 in Oman. Eight months later in Geneva, after the surprise election of moderate Iranian President Hassan Rouhani, the U.S. and Iran unveiled a temporary deal. In exchange for no new international sanctions and limited access to some of the country's frozen overseas assets, the Iranians agreed to freeze their nuclear program, grant the IAEA daily access to Natanz and Fordow and get rid of all their medium-enriched uranium. Iran also agreed to halt work at a plutonium reactor at the city of Arak, temporarily closing off another nuclear pathway.

In a prime-time address, Obama called the deal "a new path toward a world that is more secure." But there were many skeptics. Israeli Prime Minister Benjamin Netanyahu called it "the deal of the century" for Tehran because it suggested that Iran might get to keep its civilian nuclear capability. Eric Cantor, the Republican majority leader of the U.S. House of Representatives at the time, called it a "mistake," saying it "will not stop Iran's march toward nuclear capability." But the agreement has been surprisingly durable as the U.S.-led sanctions coalition has held together and the IAEA says Iran has complied with its obligations.

Distrust and Verify

THE DEAL WAS SUPPOSED TO LAST ONLY A few months while a long-term pact was hammered out. Instead, over the past 16 months, the talks have progressed in a kind of movable feast along the shores of Switzerland's Lake Geneva, migrating from Geneva to Montreux to Lausanne. While the technical teams made progress on verification measures, the Iranian diplomats resisted key political compromises, refusing to address IAEA concerns about Fakhrizadeh's program and resisting truly intrusive inspections. On Dec. 4 last year, 10 days after talks had been extended for a third time, the top U.S. negotiator, Ambassador Wendy Sherman, walked into a secure room on Capitol Hill in Washington for a closed-door briefing with Senators to explain why.

The wiry, white-haired Sherman is an experienced dealmaker, the No. 3 dip-

lomat at the State Department and a veteran of nuclear negotiations with North Korea under the Clinton Administration. But observers on both sides of the aisle say she's bad at managing skeptical members of Congress. When asked by Senators in the Dec. 4 briefing about a possible minor Iranian violation of the November 2013 deal, she said that the Iranian negotiators couldn't have known about it. Answers like that, says one Senator who was present, "make you very concerned about our U.S. negotiators and what they deem important." Senators worry that Iran is playing for time, extracting concessions from Sherman while giving little in return. And they worry the U.S. is being outmaneuvered by Foreign Minister Zarif.

Zarif speaks excellent English, thanks to years spent living in the U.S. and a Ph.D. in international law and policy he earned at the University of Denver. Compared with his predecessors, who could be curt and conspiratorial, Zarif is described by those who've watched him in action as affable, smart and tough. But he can be frustratingly theatrical and bombastic. And as a Western-educated liberal Iranian, it's not clear that he truly speaks for the Islamic Republic's leadership. Why, the Senators asked Sherman, should we trust him?

The U.S. negotiators insist they don't. They say they're focused not on showmanship but on the hard math of a deal. The U.S. says Iran must restrict all of its nuclear activities to a level that keeps it at least a year away from being able to build a nuclear weapon—time enough for the U.S. to detect it and prepare a military response. IAEA monitors must have access to every part of the program, from the uranium mines and mills to the centrifuges and the fate of any enriched uranium. They must have answers to all their questions about Fakhrizadeh's program. And all of that has to be in writing.

In exchange, the U.S., U.N. and E.U. would temporarily remove sanctions, step by step over time. If Iran violated the deal, the sanctions would "snap back" into place without new action by the international community. The deal would last anywhere from 10 to 20 years, after which Iran would be allowed to have a civilian nuclear program under IAEA safeguards.

But Fakhrizadeh's Orchid Office effort shows Iran is unlikely to scramble for a nuclear weapon in broad daylight. "The real problem is the covert path," says a senior Administration official. So the U.S. is also insisting on the IAEA's right to check out suspicious sites and any indications of covert activities anywhere in the country. The Administration argues that the best way to detect the covert path is with such an intrusive inspection regime and says that overall, the deal on the table is the best way to prevent Iran from getting a bomb—if Tehran will agree to it. "It would take multiple, highly unlikely sets of catastrophes at the same time" for the U.S. to miss an Iranian attempt to cheat and get a nuclear weapon, says the official.

Not everyone agrees. With Fakhrizadeh's "spherical payload" theoretically a missile launch away from Tel Aviv, Netanyahu is not inclined to rely on even intrusive inspections. The Israeli Prime Minister thinks Iran can't be trusted with any nuclear infrastructure and that all its centrifuges should be demolished. The current deal, Netanyahu told the U.S. Congress in a March 3 speech, "would all but guarantee that Iran gets those weapons—lots of them." The only solution, Netanyahu believes, is to end the talks and impose new sanctions on Iran. In private, some Israeli officials argue that intermittent military strikes against Iran's nuclear facilities may be the only way to ensure it won't get a weapon. Israeli attacks could draw the U.S. into a new Middle Eastern war on unfavorable terms.

The speech solidified Netanyahu's support in Congress, especially among Republicans who argue that real constraints on the nuclear program can be achieved only by the threat of more sanctions. After Kerry failed to reach a deal with Zarif last November, and after Sherman's unconvincing performance at her Dec. 4 closed-door meeting, Senators from both parties began rallying behind a bill authored by Republican Senator Mark Kirk and Democratic Senator Robert Menendez that would impose new sanctions on Iran if it didn't agree to a deal by June 30.

That has set up a dangerous moment in the talks. Senate majority leader Mitch McConnell says he may bring the Kirk-Menendez sanctions bill up for a vote as soon as March 24. The U.S. intelligence community has told Senators that Iran may claim that the bill's threat of new sanctions breaks the November 2013 agreement, collapsing negotiations. Iran could then restart its nuclear program, dial back



The final word Iran's Supreme Leader, Ayatullah Ali Khamenei, speaks to the Assembly of Experts in Tehran on March 12

the IAEA's daily access to Iran's nuclear facilities and begin production of mediumenriched uranium immediately. If it did, it could produce enough weapons-grade uranium for a bomb in as little as two to three months, according to former Administration expert Robert Einhorn. Iran could blame America for breaching the deal and get some countries to break with the sanctions regime. But many of the Senators don't believe the CIA's warnings.

The fight over new sanctions has damaged the relationship between the U.S. and Israel. Senate Foreign Relations Committee chairman Bob Corker agrees with the U.S. intelligence assessment and is working to prevent a collapse in the talks. Israel's intelligence service, the Mossad, also believes new sanctions pose a danger to diplomacy. In January, Corker requested a briefing by Mossad for six of his Senate colleagues who were traveling to Israel. When he arrived in Jerusalem to join them for the briefing, Corker was told that Netanyahu had pulled it from the agenda.

Corker threatened to cancel a meeting with Netanyahu and leave immediately; only the personal intervention of the Israeli ambassador to the U.S., Ron Dermer,

persuaded Netanyahu to put the meeting back on the agenda. When the briefing went ahead, the Senators were told by Tamir Pardo, the head of Mossad, that a new sanctions bill would be like "throwing a grenade" into the U.S.-Iran diplomatic process. Netanyahu's office declined to say why he had tried to prevent the Senators from receiving the Mossad briefing.

If Iran's leaders had somehow missed the fact that Washington itself was divided over the merits of diplomacy, Senator Tom Cotton of Arkansas and 46 fellow Republican Senators on March 9 sent them an open letter threatening to block parts of any deal that Obama signed. One Iranian analyst worries the missive could derail talks. "It only shows to the Iranian public that the United States is untrustworthy," says Mohammad Marandi, a Tehran academic who supports the regime.

Keep Talking

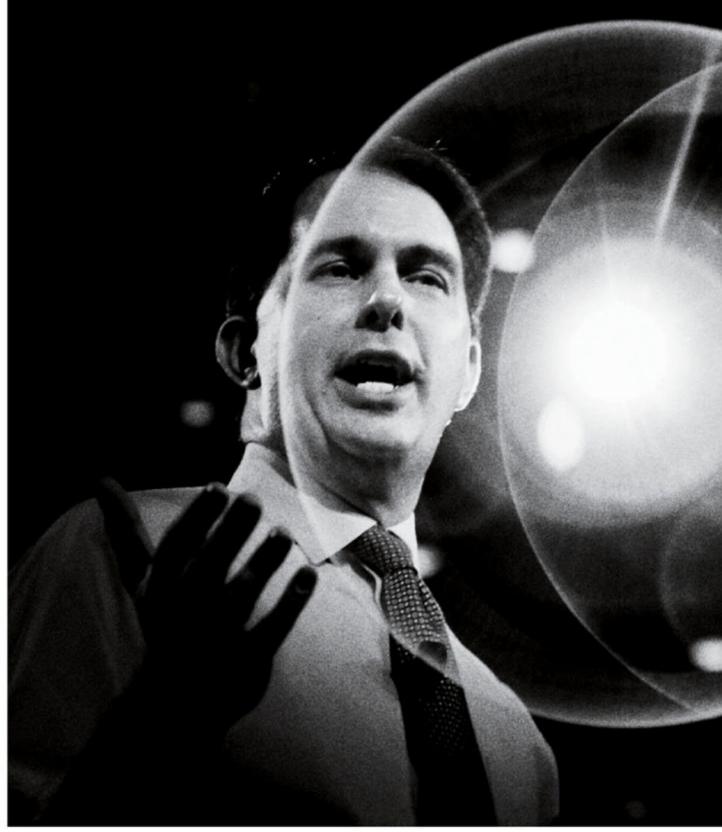
EVEN IF THE TALKS IN LAUSANNE WERE over something comparatively simple, Kerry and Zarif would face steep odds overcoming the global network of distrust working against any agreement. In private, U.S. officials involved in the talks are skeptical,

saying a long-term deal is a long shot: even if they manage to get Iran to agree in principle to intrusive inspections and "snapback" sanctions, they'll know they have a deal only when the details are written out before the June 30 deadline. And the ultimate success of a long-term deal depends on a more moderate Iranian regime eventually coming to power—something Washington has hoped for, largely in vain, since 1979.

With all that, it's easy to lose sight of how far the two sides have come. Fakhrizadeh's pursuit of a nuclear weapon remains, as far as the IAEA knows, on hold. Iran's uranium-enrichment program has been capped and rolled back, thanks to the 2013 agreement. The U.S.-led sanctions coalition remains in place. Several key players in the talks tell TIME that barring a dramatic set of concessions by the Iranians, the best outcome would be a continuation of talks. Corker has introduced a substitute bill to replace Kirk-Menendez that would punish Iran with new sanctions only if it walks away from the bargaining table. For now, that may be as far as the U.S. and Iran are willing to distrust each other. —wiтн REPORTING BY NAINA BAJEKAL/LONDON AND KAY ARMIN SERJOIE/TEHRAN

TIME March 30, 2015 35

Dark horse Walker charms crowds at the Conservative Political Action Conference in February



Photograph by Mark Peterson for TIME



HE RALLY ON THE STATEhouse steps in early March had all the trappings of labor's glory days. Thousands of union men and women gathered beneath orange-and-blue banners

to protest a right-to-work bill that would limit the power of the state's private-sector unions. From a distance, with tinny strains of Bruce Springsteen's "Born in the U.S.A." rising into the freezing sunshine, it seemed they were ready for the fight. "We've been here 83 years, and we're going to be here at least 83 more!" shouted Shannon Maier, a union supporter, her voice crackling through an amplifier.

But up close, among the workers swaddled in camouflage coveralls, stomping away the cold in woolen hats, the rally felt more like a wake. After all, the right-towork bill, which makes paying union dues voluntary, was already an all but done deal. It had passed the state senate in February and was now expected to sail through the Republican-dominated legislature. Wisconsin Governor Scott Walker had promised to sign it as soon as possible. And the protesters knew it. They were not there to impart their vision of their ideal state but to bear witness to its demise. "It's important to be here," said Jim Brown, a retired plumber, his blue eyes watery. "Just so that we are here."

Four days later, on March 9, Walker signed the bill into law, making Wisconsin the nation's 25th right-to-work state. It was a searing blow to Wisconsin's organized labor movement, which for years has been fighting for its life. The first setback came in 2011, when Walker—just months into his first term and in defiance of the 100,000-plus protesters who later camped out on the capitol grounds-pushed through a powerful anti-labor bill, Act 10, which cut benefits and gutted collective bargaining for public-sector unions. Now it was the private-sector unions' turn.

But if it was a sad day for unions, it was a victorious one for Walker, who has leveraged his image as a union buster to become something of a national hero to the right. After leading early polls in Iowa, he has become a front runner for the Republican presidential nomination. Over the past four years, Walker has slashed corporate taxes, shrunk the number of people eligible for Medicaid and food stamps, expanded school voucher programs, made it harder to get an abortion and signed a concealedcarry law for firearms. That conservative hit parade has earned Walker national accolades, the confidence of the Republican base and access to financial support from conservative heavy hitters. But even those policy achievements have been outshone by his political ones.

Walker is on the national stage today because he figured out not just how to excite Republicans but also how to harm Democrats. In the past four years, Walker has quietly dismantled one of the Democratic Party's main sources of power, organized labor, in a state that helped birth the labor movement. During the first two years of Walker's tenure, the American Federation of State, County and Municipal Employees District Council 48 saw its membership collapse by two-thirds and its reported income wither from more than \$7 million in 2010 to \$650,000 in debt by 2013, according to the Milwaukee Journal Sentinal. The Wisconsin State Employees Union has lost 60% of its members and watched its budget plunge by two-thirds, to just \$2 million a year, according to executive director Marty Beil.

Meanwhile, Walker has signed a new election law, which has yet to go into effect, requiring all voters to show photo identification at the polls, a move that can depress turnout among Democratic constituencies. He has also overseen a redistricting plan that is likely to keep the statehouse red for a decade. In 2012, the year after his Republican legislature redrew the electoral map, state Republicans lost the popular vote by a 7-point margin but won majorities in both houses.

Walker's staff insists that such political gains were not intentional but a happy side effect of the governor's "big, bold reforms." But Walker seems willing to take some credit. "I have to tell you, the Wisconsin way is working," he told a crowd at the Iowa Freedom Summit this year. "Since I was elected governor, we cut taxes, we balanced the budget, we took the power away from the Big Government special interests and put it firmly back in the hands of the hardworking taxpayers."

That sort of talk has his foes eyeing his meteoric rise with both awe and fear. Here is a man who, in less than six years, went from being the Milwaukee County executive to a national conservative star. Will he be able to harness that power and bring his unique brand of politics to the national stage? "He's been very effective at doing exactly what he wanted to do," says represen-

Immigration

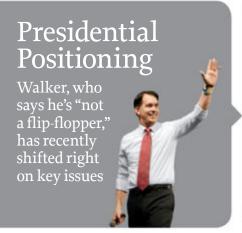
Asked whether he could "envision a world where, with the right penalties and waiting periods," immigrants in the country illegally could get citizenship, Walker said, "Sure, yeah, I think it makes sense." JULY 2, 2013, to the Wausau Daily Herald editorial board

Walker is now against a path to citizenship in any form. "My view has changed. I'm flat-out saying it," he said, adding that he would put "the onus on employers" to stop hiring undocumented immigrants. MARCE to Fox News' Chris Wallace

Walker supported a bill that "provide[d] more information for a woman considering her options," but left "the final decision" about abortion "to a woman and her doctor." oct. 6, 2014, in a political advertisement

Abortion

Walker threw his support behind a bill prohibiting abortions of any kind after 20 weeks. "I will sign that bill when it gets to my desk and support similar legislation on the federal level," he wrote. CH 3, 2015, in an "Open Letter on Life"



tative Peter Barca, the Democratic leader in the state assembly. "It'll take decades to undo the damage he has done."

Mona Lisa Smile

BY ALMOST ANY MEASURE, WALKER MAKES an unlikely revolutionary. The soft-spoken, slightly balding former Eagle Scout is not, by his own joking admission, particularly charismatic. Despite being the son of a Baptist preacher, his public speeches lack sizzle, and despite his well-publicized love for Harley-Davidsons, he comes off-even standing astride a gleaming hog—as lumpish, affable, your average middle-aged dad. His Twitter feed seems designed as a ballad to blandness, featuring photos of his lunches (often a ham sandwich and an Ocean Spray cranberry juice), his household chores (Comet, a bathroom sink) and love notes to his wife ("my sweetie Tonette!"), whom he married 22 years ago on Ronald Reagan's birthday. They now celebrate their anniversary by serving friends a macaroni-and-cheese casserole and Jelly Belly beans, the Gipper's favorite foods.

But that gee-whiz persona conceals a harder edge. As an aspiring student-body politician at Marquette University—a Jesuit college in Milwaukee from which he dropped out in 1990, 34 credits shy of a degree—Walker earned the nickname Niedermeyer, an unkind reference to the humorless disciplinarian in *Animal House* willing to go to great lengths to get his way. Twenty-five years later, his reputation has a similar tint. Both friends and critics warn against writing him off as dumb or too nice, describing him instead as deeply ambitious, tactical, driven and almost preter-

naturally committed to the goal at hand. The nice-guy governor doesn't lash out. He doesn't yell. He doesn't curse or stray off message. He calmly, relentlessly gets what he wants.

"He won't give up or be intimidated or compromise what he believes is right, no matter what," says Jim Steineke, the Republican majority leader in the assembly, who, like many of Walker's allies, described the governor's laser-like focus in a positive light. When 100,000 protesters convened at the capitol in 2011, Walker "would just come in with a little smile on his face, not losing his temper," says Scott Fitzgerald, the Republican majority leader in the state senate and one of Walker's closest allies. "He's very calm."

But Walker's political adversaries say his famous doggedness is what has helped remake Wisconsin state politics in recent years in the image of the U.S. Congress, where uncompromising ideology has led to government shutdowns and destructive brinkmanship. "It's true that once he's decided on something, he doesn't let anything dissuade him, not even facts," says Lena Taylor, who ran against Walker for Milwaukee County executive in 2008 and is now in the state senate. Sheldon Wasserman, a Democrat who served in the state legislature with Walker in the 1990s, remembers a time when the Republican leadership was trying to collect votes to raise the gas tax. "They were beating him up on the floor, really laying into him, and he just said, 'No, I won't do it,' and then sat there, looking straight ahead, with this little smile on his face," Wasserman says. "Here's this new guy, a backbencher with no power, standing his ground. It was incredible to watch."

Some attribute Walker's focus to his personal relationship with God. Both in his memoir, *Unintimidated: A Governor's Story and a Nation's Challenge*, and in speeches to conservative crowds, Walker explains how he prays before making major choices, like the one to run for governor, and for help standing by "tough decisions that were not always popular."

"He finds strength in God's strength," says former Wisconsin senator Dan Kapanke, one of Walker's strongest allies in his first term. But Walker's critics say his faith feeds his sense that he's justified in ignoring competing voices. "He feels tremendously that he is right, and why compromise at all when you know you're right?" Wasserman says.

But if Walker has proved a bold governor, he has also shown himself to be a far more cagey campaigner, often choosing to play down his more controversial ambitions during election season. John Torinus Jr., a Republican commentator who has supported Walker in the past, has grown frustrated with what he sees as a "government by surprise," one that "[throws] out broadbrush policy shifts without a lot of input beforehand." In Walker's first gubernatorial campaign in 2010, for example, he never mentioned—not even in conversations with top allies in the legislature—that he was considering eliminating collective bargaining for public-sector unions. It wasn't until after he'd been in office for about a month that, in Walker's own words, he "dropped the bomb." Around the same time, a documentary crew caught him on

Ethanol

Walker opposed the Renewable Fuel Standard that gives farmers a federal ethanol subsidy. "The free-enterprise system must drive innovation to relieve our dependence on foreign oil, not [government] mandates." MARCH 7, 2006, in a campaign radio ad

"I'm willing to go forward on continuing the Renewable Fuel Standard," he said, framing the debate in terms of equity for farmers. "It's an access issue," he said. MARCH 7, 2015, in a speech at the lowa Agricultural Summit

Common Core

"Wisconsin was among the first of 48 states ... to adopt [Common Core], a set of rigorous new standards that are benchmarked against the standards of high-performing countries." JANUARY 2012, in a report from a state education task force that Walker chaired

"Today, I call on the members of the State Legislature to pass a bill in early January to repeal Common Core and replace it with standards set by people in Wisconsin." JULY 17, 2014, in an official statement from the governor's office

'Right to Work'

"I have no interest in pursuing right-towork legislation in this state. It's not going to get to my desk ... privatesector unions have overwhelmingly come to the table to be my partner in economic development." MAY 11, 2012, at the state GOP annual convention

Becoming a right-to-work state "sends a powerful message across the country and across the world. 'Wisconsin Is Open for Business' now is more than just a slogan. It's a way of doing business." MARCH 9, 2015, in a statement before signing a right-to-work bill

tape responding to a question from a donor about whether he would pass right-to-work legislation. He said he planned to deal with public-sector unions first, a strategy he described as "divide and conquer."

Nonetheless, in the lead-up to the 2014 election, Walker promised, time and again, that he would not support right-towork legislation. But less than a month after being sworn in, he announced that he would sign the law if it landed on his desk. Walker's political staff downplayed the mismatch of words and deeds, saying it was the state legislature's decision to pass the bill and that the governor never said he wouldn't sign a bill if it passed—only that he wouldn't "support" its passage. Democratic colleagues said that kind of slippery rhetoric is a Walker trademark. "There is this mentality that what is said doesn't have consequences," says Jennifer Shilling, the senate minority leader. "It's, 'Say whatever you need to say—we can do whatever we want once we're in."

The Walker Way

ON THE EARLY PRESIDENTIAL CAMPAIGN trail, Walker has dismissed any suggestion that his rapid rise is the result of tactical decisions, casting himself instead as a guileless good guy willing to go to war for what he believes is right. Before Republican crowds, he tells war stories about protesters descending on the capitol and threatening his family. One particularly disturbed man, he says, promised to "gut his wife like a deer," a detail that reliably elicits gasps of horror from the crowds.

Walker's theme, in a nutshell, is a new turn on an old conservative cliché: with a little grit, Republicans need not compromise to win. "If you're not afraid to go big and go bold, you can actually get results," he told the crowd at the Iowa Freedom Summit, pausing for the spontaneous applause to die down. "And if you get the job done, the voters will actually stand up for you." It's a message that plays well among conservative crowds in the early primary states, but back in Wisconsin, Walker's boldness gets mixed reviews.

According to Public Policy Polling, this month, just 43% of Wisconsinites approve of the job Walker's doing. Even fewer—35%—think he should run for President. Wisconsin Democrats are quick to explain Walker's electoral victories as aberrations, aided by flawed opponents, low voter turnout in non-presidential-election years and asymmetric fundraising. As a

favorite of deep-pocketed conservative organizations like the Bradley Foundation and Charles and David Koch's Americans for Prosperity, Walker has raised more than \$82 million in his past three races, according to the National Institute on Money in State Politics. By contrast, in 2002, Walker's predecessor, Jim Doyle, spent about \$7 million in today's dollars.

Conservative allies point to another reason for Walker's repeated victories: many of his policies earn just enough bipartisan support. According to a 2012 Marquette University poll, 74% of Wisconsin voters approved of the part of Act 10, Walker's signature law, that required most public employees to contribute more to their health care costs and pensions. On average, nonunionized full-time private-sector workers had already been contributing as much to both for years. To many, it felt only fair. While less than a third of voters supported the part of that law that targeted collective bargaining, the overall approval was enough to help Walker win the recall election. That's smart politics for a man with designs on the national stage. As it now stands, only 51% of Americans approve of labor unions, according to a 2013 Pew Research Survey, down from 63% in 2001. Republican governors Rick Snyder of Michigan and John Kasich of Ohio both won re-election recently after supporting anti-labor bills.

As Walker prepares to square off in the Republican primary—it will be the first time his conservative bona fides will be tested in a race against other conservatives—he's likely to double down on his union-busting message. Limiting collective bargaining, he says, has saved taxpayers \$3 billion in four years, primarily by freeing government administra-

Walker promised in 2010 to deliver 250,000 new jobs by 2015, but he's fallen about 40% short

tors to renegotiate employee contracts. In Appleton school district, for example, administrators were able to change their employees' health insurance—which for years had been bid out to a union trust—saving \$3.1 million, according to the Appleton *Post-Crescent*.

But tracing the actual impact of that radical policy shift is tricky. In many districts, for example, the money that schools have been able to save by renegotiating contracts has not kept pace with the state's deep cuts to K-12 education, says Kim Kohlhaas, president of Wisconsin's American Federation of Teachers. "It's a good-news, bad-news story," says Charles Carlson, who has worked as a consultant to Wisconsin's public employers for four decades. "Administrators say, We now have the flexibility to do whatever we'd like. But the bad news is we still have to make everything work in an environment where the resources are reduced." He points to a substantial shift in the health care cost burden from employers to employees. Union head Beil estimates that the state's roughly 415,000 public employees have weathered, on average, 13% to 15% cuts in take-home pay in the past four years.

The state's economy is also struggling. While Walker promised in 2010 to deliver 250,000 new jobs by 2015, he's fallen about 40% short of that goal. Wisconsin—once a Midwestern powerhouse—has had a slower job growth rate than any other state in the region except Illinois. Due largely to tax cuts under Walker, the state could face a \$2 billion shortfall in its projected budget, according to the left-leaning Wisconsin Budget Project.

On a Thursday night in early March, Dana LaFleur, a third-grade teacher and a 25-year veteran of the classroom, leaned over a bottle of beer at a bowling alley in West Salem, a small town in western Wisconsin. What Walker has done to the state can't be quantified in spreadsheets, she says. "It's not about salaries or pensions or health care. It's about who has the power."

Since Walker came in, she continues, the playing field has changed, and she is not sure how it will get resettled or what Walker will be able to do if he makes it to the White House. "The unions are what fund the Democratic Party. We bankroll them," says LaFleur, a former union negotiator, between sips. "If we don't have an organization, if we don't band together, they're going to suck us dry." —WITH REPORTING BY ALEX ALTMAN AND ZEKE J. MILLER



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AST YEAR, A WEEK BEFORE Thanksgiving, Marcia Stiefel was backing out of her driveway in Bismarck, N.D., when her left side went weak. "I noticed I didn't have peripheral vision," she says. And after she overshot the drive and hit a fence, twice, she asked her son to drive her to the hospital.

She thought she'd had a stroke, but an MRI revealed something else: a brain tumor called glioblastoma the size of a golf ball. Her doctors wanted to move quickly—her cancer was already Stage IV—so instead of celebrating the holiday cooking for the 10 people she was expecting, including her two sons and their families, Stiefel spent it at the hospital recovering from surgery and preparing for the dual onslaughts of radiation and chemotherapy.

On the list of cancers with the worst prognoses, glioblastoma is near the top. Doctors tend to rank cancers by the likelihood a patient will be alive five years after treatment. That's the magic mark beyond which people have a better chance of beating a disease altogether. With glioblastoma, within a year or two of diagnosis, 75% of patients are dead.

By some cruel coincidence, Stiefel, 68, knew this already. Her husband died of the same cancer in 2009, after a seizure. His surgery to remove the tumor left him unable to speak or go to the bathroom without her help. "My first thought was that I was going to go like him," says Stiefel, who lives in an assisted-living facility but manages well without around-the-clock care. "I would cry all the time. I didn't want to know that I was dying."

Neither did MaryAnn Anselmo, 59, who spent her Thanksgiving much the same way just a year earlier. A jazz singer who lives with her husband in New Jersey, she learned she had advanced glioblastoma after a dizzy spell sent her to her doctor. She'd already endured six weeks in intensive care after a car accident a year and a half earlier, and the latest diagnosis felt like the final blow. "I thought, Somebody wants me dead here for some reason."

Both women's doctors opted first for the blunt-force approach that's standard for most cancers: surgery, radiation, chemo. But glioblastomas have an insidious habit of infiltrating brain tissue with tiny fingers of malignant cells, making the tumors hard to treat the traditional way. That's why, even after treatment, they almost inevitably come back.

There's a better way of attacking glioblastoma, or at least doctors think there is. It's still at the experimental stage, but when Anselmo's body couldn't tolerate the chemo, she eventually became among the first patients to take the risk and test it.

First, Anselmo's doctors at Memorial Sloan Kettering Cancer Center (MSKCC) in New York City sequenced her tumor's DNA. If it contained any of the few hundred mutations they know can prompt healthy cells to grow uncontrollably—that's what cancer does, after all—her doctors could then check her mutations against databases of ongoing clinical trials to see whether she'd be eligible for experimental drugs that might do some good.

The decision to test wasn't a difficult one for the team at MSKCC; the hospital always has a lot of clinical trials under way, and once they sequenced her tumor, they had reason to believe Anselmo might be a good candidate for a drug being tested in one of them.

Though it's still early days, the technology and the promise it holds are irresistibly exquisite. But it isn't available everywhere, and that's where Anselmo's care diverges from Stiefel's. At Sanford Health in Bismarck, if oncology director Dr. Thandiwe Gray profiles a tumor and finds a mutation, there's very little chance she will be able to refer her patient to a trial, regardless of how promising the medication seems. Her hospital simply isn't running as many clinical trials, which require a steady flow of patients with a variety of different cancers to fill the testing slots. And what if the testing spits out mutations for which doctors don't have any drugs, even unproven ones they want to try? What then?

For now, these two women with the same diagnosis are case studies of where cancer care is today and what it will take to bring it to a point, in the not-too-distant future, where doctors say it needs to be.

The Promise of Precision

the past several decades has been the standard of care for a reason: it's been studied—a lot. But the calculus that favors the tried and true over the intriguing but experimental is being undermined by a



radical reconception of what cancer is and what propels the malignancies that resist treatment and take so many lives.

No two cancers are alike; even within an individual patient, tumors may change over time. And doctors are learning that a melanoma growth might have more in common with a lung cancer or a brain cancer than another melanoma. "We are moving away from the concept that all lung cancers are the same and all breast cancers are the same and all colon cancers are the same," says Dr. David Solit, director of the Kravis Center for Molecular Oncology at MSKCC. "Now we are going to know if you have EGFR mutant lung cancer or an ALK





fusion lung cancer or a BRAF mutant brain cancer. And we are going to know better ways to treat those cancers based on those mutations."

That's led to a new consensus that to truly fight cancer, doctors need to understand it from the inside out, which means decoding its DNA and exposing the ways it co-opts the body's healthy cells. Once that's known, the task becomes to develop drugs that can thwart the way a given cancer wrecks the body. Until recently, this highly sophisticated approach to cancer was virtually nonexistent. But fast-moving developments in genetics and molecular biology are quickly changing

MaryAnn Anselmo, 59

New Jersey

Anselmo's brain cancer is being treated with an experimental drug at Memorial Sloan Kettering Cancer Center in New York City; her tumor hasn't grown in a year that. "This type of testing isn't standard of care yet, but everyone agrees it will be at some point," says Solit.

This has come to be known as the precision revolution in medicine, the push to move away from crowd-based, best-formost treatments like the kind Stiefel is getting, and toward therapies designed to treat an individual patient's ills, as with Anselmo's care. The mantra for the precision approach is to learn from every single patient.

In January 2015, the federal government launched a \$215 million Precision Medicine Initiative to help build a database of health information about 1 million Americans

45

and to support research at the National Cancer Institute. That funding alone, however, isn't nearly enough to usher in the new era of custom cancer care. For this idea to succeed, every personalized therapy a doctor tries must be pooled to build a massive research tool that all physicians can share. That's the goal of the American Society of Clinical Oncology (ASCO), which recently announced it is creating a registry of patients who take drugs that are approved for a cancer other than the one for which they were cleared by the Food and Drug Administration (FDA). "We want to gather that information and see what happens to those patients, even if they aren't in a clinical trial," says Dr. Julie Vose, chief of hematology and oncology at the University of Nebraska Medical Center and presidentelect of ASCO.

She knows that such treatments, as with anything bespoke, will take lots of good data, as well as time, labor and money—which for now aren't distributed equally among hospitals in the U.S.

Currently, less than 5% of the 1.6 million people diagnosed with cancer each year in the U.S. can take advantage of genetic testing, which can run anywhere from \$3,000 to \$8,000, depending on how many genes are analyzed. At most hospitals, this kind of testing is limited. And even at centers like MSKCC, about 70% of patients' genetic testing is not covered by insurance, so the program operates at a loss. For its part, the University of Texas MD Anderson Cancer Center in Houston funds its testing almost entirely with donations. "It's clearly not a long-term sustainable model," says Dr. Funda Meric-Bernstam, medical director of the Institute for Personalized Cancer Therapy there.

There's also the reality that too much information—and a dearth of sophisticated drugs—could lead to gambles. Doctors now know of a few hundred mutations linked to cancer, but there are targeted therapies for only about 20 to 40 of them. "If an early-stage cancer is curable with standard care, identifying a mutation just adds anxiety to the patient and might provoke the doctor to do something stupid," says Meric-Bernstam.

Who will guide doctors to make smart decisions? How will they decide when to test and when not to test? Regulatory agencies like the FDA, which greenlights drugs for human use, will also have to play seri-

ous catch-up and review the drug-approval process. "Doctors and patients are way ahead of where the FDA and insurance companies are in using different medications," says Vose. And with lives in the balance, those doctors aren't likely to slow down anytime soon.

Not Yet an Even Playing Field

"FOREVER AND EVER IS WHAT THEY TELL me," says Stiefel about how long she has to take the four chemo pills she swallows five days a week each month. She started her chemo regimen at the same time her six weeks of radiation began.

The combination is a brutal one-two punch, and it's supposed to be—to knock out as many of the lingering cancer cells as possible. It robbed Stiefel of her hair and sapped her energy; she still sleeps a lot, and for a while, the only thing that would wake her was the bouts of nausea that would hit at all hours.

Her usual optimism also took a hit. "I didn't want to be out of control, but you definitely are out of control because the prognosis is just so devastating," she says. For help, she turned to a therapist, who taught her positive-thinking techniques and prescribed antianxiety and antidepressant medications. Now beginning her second round of chemo with a higher dose, she says, "You have to put some faith in what the doctors say. You only hope they know what's best for you."

Her doctors meet weekly to discuss every cancer case at the hospital. When they suspect the presence of mutations for which there are FDA-approved drugs—and there are only a few dozen—they send out samples to get the tumor sequenced by an outside institution. But if there are no drugs available, which is more often the situation, says Dr. Tarek Dufan, medical director at the Bismarck Cancer Center, the decision is not to test.

Less than 5% of the 1.6 million Americans diagnosed with cancer each year can take advantage of genetic testing

Even if Stiefel's tumor were to be profiled, for example, it wouldn't necessarily mean she'd follow the same path as Anselmo's. Stiefel's tumor could fall into the majority of mutations that doctors can identify but for which there are no approved drugs.

Tumor profiling can also bring about impasses. The last time Bismarck's oncology director, Gray, had to weigh such profiling with a glioblastoma, she decided to go ahead with it. But instead of introducing promise, the results did the opposite. The patient's tumor had a mutation that nearly guaranteed it wouldn't respond to the only chemo available for his disease.

"How do I treat this patient with something that is not going to be great according to genomics? How do I tell this patient it's the only thing I have?" she says. "I figured, You know what, maybe I'm better off right now, when I don't have a lot of agents to offer my patients, not to do genomic testing."

The march of innovation in cancer treatment is forcing doctors around the country to make such Solomonic decisions nearly every day. "Right now, genetic profiling is giving us interesting information on some patients, but we are at a point where we don't know what to totally make of that information yet," says Vose, the ASCO president-elect.

Gray ended up giving that patient the chemo, and defying the odds, he lived another two years. If the genomic testing had been absolutely correct, he likely wouldn't have survived so long. So was the test wrong? Did the chemo work? Did the patient just get lucky? Those are questions Gray—and science—can't yet answer.

The Cutting Edge

WHEN ANSELMO WAS REFERRED TO DR. David Hyman, acting director of developmental therapeutics at MSKCC, it was because she was out of options. Her surgeon had removed 75% of her tumor, but the rest was too enmeshed in her brain to scrape away safely. On Christmas Day, she took her first chemo pill, and the next day she began six weeks of radiation.

But within weeks, her immune system started to crash, and after she'd been on the drug about a month, her doctors took her offit. Her only other option, Avastin, is the second-line therapy for a reason; most tumors start growing again after just four months.

Because glioblastoma is so hard to treat,

Hyman had already ordered a genetic test of her tumor after surgery. And on the basis of the results, he thought she should join a trial he was running.

His study, which is called a basket trial, pulls together people with 20 different types of cancers—including brain tumors like Anselmo's, lung cancers and colon cancers—whose tumors all share the same genetic mutation. MSKCC's genetic test scans for known aberrations in 410 genes that have been linked to cancer. In Anselmo's case, her doctors learned that her brain cancer is driven by a mutation called BRAF. While common in melanoma, the mutation is rarer in glioblastoma. Basket trials are an efficient way of seeing whether different cancers with the same mutation respond in the same way to a drug that's designed to hijack it. And that's what MSKCC is testing on Anselmo and others with a drug called vemurafenib, which was approved in 2011 for melanoma.

Of course, there are no guarantees. Even if they share the same mutation, cancers that start in the skin, where cells divide and die more rapidly than almost anywhere else in the body, are almost certainly a little different from cells in the brain, which are more protected and conserved. The side effects of such drugs are largely unknown. It's also a complete mystery how many of the people in the basket will be alive a year, two years, and five years after taking the drug.

When Hyman first met Anselmo he really wanted to offer her something. Weak from the radiation and what little chemotherapy she could tolerate, she was in a "bad situation." Without the chemo, he knew, any remaining cancer cells would inevitably start to grow again, some venturing beyond the brain to other parts of her body.

"It's an awful disease to watch a patient suffer from," Hyman says. "They become weak, and that changes their personality. It saps them of what makes them them."

Hyman knew how effective vemurafenib is on BRAF melanomas, so he had good reason to hope for—and expect—similar results with Anselmo's brain tumor.

He turned out to be right. She has been swallowing the drug daily for almost a year—longer than her doctors thought she would survive, with or without chemo. Other than a brief rash from treatment, Anselmo hasn't experienced any side effects.



State-of-the-art scanning

This slide contains 96 samples of tumor DNA from MSKCC's gene sequencer, which can decode patients' cancers in 72 hours

(Like Stiefel, she lost most of her hair during radiation, which tends to burn the scalp.) "Every time I go back to have a new MRI taken, they find no growth," she says. So far, the tumor has shrunk an additional 55%.

"It's almost unprecedented to have this type of regression with the currently approved therapy," says Hyman.

As promising as her results are so far, Anselmo didn't know what would happen when she signed up for the trial. Still, choosing to try an experimental drug she was eligible for hardly felt like a choice. But it was still more of a choice than many people with glioblastomas get to make.

Trial and Error

FOR NOW, MANY FACTORS THAT HAVE nothing to do with science determine which trial drugs a patient has access to. There's geography, since most Americans are treated at the hospital closest to home, and most hospitals don't have a lot of clinical trials under way at any given time. There's also money: both a patient's financial situation and that of their cancer center can influence what's available to them.

Finally, there's human temperament—the squeaky-wheel factor, which can at times put patients at odds with science. Doctors know that vemurafenib works on tumors with BRAF mutations, for instance, but simply hearing about the trial at MSKCC may be enough to prompt patients who have not had genetic testing to beg, plead and bargain for access to the drug—and for doctors who might not have anything else to offer them to prescribe it.

Stiefel's doctors anticipate it may come to that, though Gray says she would profile the tumor first. "But I don't want to waste too much time in waiting to test," she says. Stiefel still hasn't had her first scan to see how her tumor has responded to the radiation and chemo.

Unlike Anselmo's immune system, Stiefel's held up to the regimen. But if her glioblastoma proves true to form, it will eventually evade the chemo that Stiefel's doctors say she'll have to take for the rest of her life. But if there are any signs that her cancer is growing again or that it has spread, Gray will try to find out which mutations Stiefel's tumor has. If it contains the BRAF mutation, Gray plans to prescribe the drug even though it's still not approved for glioblastoma. "I will do what I think is best for my patient," she says.

That's possible because doctors have a lot of leeway in the way they prescribe drugs. Any drug approved by the FDA can be prescribed for any purpose, as long as the doctor has reason to. Covering the cost of the drug is another matter. Insurers use FDA approval as a criterion for deciding which drugs to reimburse. So when it comes to off-label prescribing, there's no guarantee that insurance will cover the cost, which in the case of vemurafenib is exorbitant-up to \$65,000 for the recommended six-month treatment period. If Gray and Stiefel move forward with that plan, it becomes a matter of "a lot of begging of the insurance company," Gray says, to pay for the drug.

Her efforts, as well as Hyman's and those of thousands of other cancer doctors across the country, share the same goal: to give their patients more than what they have today—to offer them tailored and scientifically tested therapies that have a strong chance of conquering their disease.

There's a reason we fear tumors that arise seemingly out of nowhere and there's a reason we catch our breath when we hear the diagnosis. By its nature, cancer is unpredictable and untamable. But calming the rampant growth one patient and one mutation at a time may provide the best chance yet of finally getting cancer under control.

That's what Stiefel is counting on. "People have told me miracles happen, that they know someone who had this and lived for an extra 15 years," she says. "I just have to stay positive. That's your only salvation."

THE ELITE SQUEEZE

TOP SCHOOLS APPEAR MORE EXCLUSIVE THAN EVER. BUT A HIGH-QUALITY EDUCATION HAS NEVER BEEN EASIER TO FIND

BY FRANK BRUNI

DETERMINED TO GET INTO ONE OF THE DOZEN OR SO MOST selective institutions of higher learning in America? I'm sorry to break the news, but your odds have never been worse. Unless you're the winner of a national science contest, a Bolshoi-ready dancer, a surfing legend, a stoic political refugee from a country we really loathe, a heroic political scion from a country we really love, or Malia or Sasha Obama—and, of course, you have perfect scores on every standardized test since the second grade—your visions of getting into, say, Stanford would more correctly be termed hallucinations.

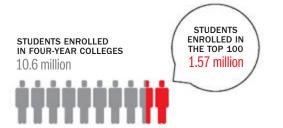
I'm singling out Stanford on purpose: in the spring of 2014, it established a new extreme in exclusiveness, offering admission to a lower share of supplicants than any school ever had. For the class of 2018, Stanford received applications from 42,167 prospective students; it took just 5.1% of them.

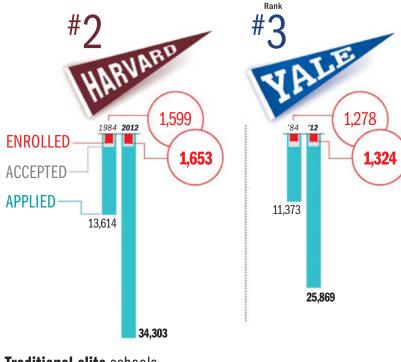
The arithmetic was nowhere near as merciless for previous generations. In the 1980s, Stanford's acceptance rate was in the range of 15% to 20%. At Yale, roughly 20% of applicants were offered admission in that period; a quartercentury later, in 2014, just over 6% were. That trajectory



MAKING THE GRADE

Students today cast a wide net when applying to colleges. The upshot: getting into any one school is more difficult than it was decades ago—particularly a school that has not increased class size. But a number of universities have opened their doors wider to accommodate the pool of qualified applicants.





Traditional elite schools whose enrollments have held steady

is mirrored at dozens of the most desired American colleges. At Northwestern University, for example, the acceptance rate fell from over 40% a quarter-century ago to under 13% in 2014.

What has happened at these top schools is straightforward. More high-quality students are applying—from both overseas and across the country—as globalization and the Internet have shrunk distances. At the same time, the sizes of these schools' student bodies have stayed more or less the same.

There is some good news, however, if you're willing to broaden your view of what constitutes a prestigious school—and if you're willing to see the benefits in a school beyond prestige, such as unique courses, extracurricular opportunities and real diversity on campus. The key to getting a great education today, it turns out, is not having your heart set on any one particular school or a small set of traditionally elite schools—and not fetishizing the idea of exclusivity.

Schools Banking on Failure

ONE OF THE MORE DAMAGING TRENDS IN higher education is that somewhere along the way, a school's selectiveness—

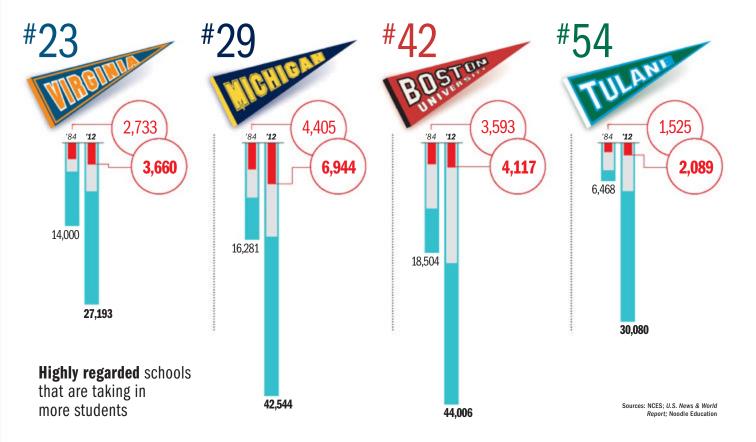
measured in large part by its acceptance rate—became synonymous with its worth. Part of the blame can be placed on U.S. News & World Report's annual ranking of American colleges, which began in the 1980s and has grown in influence since. It factors acceptance rates into its evaluation of schools, and that metric has become a source of bragging rights for colleges, which seek to bring their rates down by ratcheting up the number of young people who apply.

Another factor is the sheer ease of applying to schools in the digital age. Students aren't typing each application individually. And beyond that, they have the Common Application, a single electronic form that they can submit, along with specific supplements requested by particular schools, to most if not all of the colleges in their sights. During the 2013-14 academic year, about 813,000 students used the Common Application. Twenty-five years ago, only 1 in 10 college-bound students applied to seven or more colleges. Now more than I in 4 do. It's not at all unusual, in communities where a fee of \$35 to \$90 per application isn't considered prohibitive, for someone to apply to at least 12 schools and as many as 20.

Young people have become accustomed to applying to schools almost reflexively, and schools have become invested in the sheer number of applications they receive. When Swarthmore College noticed a 16% drop in applications in 2014, it investigated the reason and concluded that its requirement of two 500-word essays, in addition to the standard one, had turned away would-be applicants. So Swarthmore, whose acceptance rate rose to 17% from 14%, is replacing the two supplemental essays with only one, of just 250 words.

The Real Odds for You

IN THIS ENVIRONMENT, THE DIFFICULTY of gaining admission isn't even fully captured by those breathtakingly low acceptance rates mentioned at the beginning of this piece. Those rates don't represent the odds confronting a random candidate who's only generically outstanding. (How's that for an oxymoron?) No, that candidate faces even worse odds, because there are other applicants who belong to one of several preferred groups and thus have a leg up. Princeton may be taking 7.3% of all comers, but it's taking significantly more than 7.3% of so-called legacies, kids with a parent or other relative who



attended the school, and it's taking significantly more than 7.3% of star athletes. So it's taking significantly less than 7.3% of brainy klutzes whose ancestors went to public colleges or didn't go to college at all.

In 2011, Michael Hurwitz, who was then a doctoral candidate at Harvard University's Graduate School of Education, looked at more than 130,000 students who'd applied in the 2006–07 academic year to be admitted as freshmen to one or more of 30 highly selective colleges. He found that among students with seemingly equivalent grades, test scores and other qualifications, legacies had a 23.3% better chance of admission than nonlegacies. If students were primary legacies, meaning that a parent rather than an aunt or a grandparent had gone to the college in question, they had a 45.1% better chance.

It's not just legacies who get preferential treatment. In *The Price of Admission*, journalist Daniel Golden estimates that at elite schools, minorities make up 10% to 15% of students; recruited athletes, 10% to 25%; legacies, 10% to 25%; children of people who are likely to become generous donors, 2% to 5%; children of celebrities and politicians, 1% to 2%; and children of faculty, 1% to 3%. If you take the middle figure in each

of those ranges, you're looking at as many as 55% of students who were probably given special consideration at admissions.

The fact is, there's no straightforward, unbiased assessment of worth being made. For one thing, such an assessment is impossible, because worth is wholly subjective. For another, a given school may be using its applicant pool to microcast its student body. It may want some kids—but not too many—who dabble in amateur filmmaking, an oboe player for an orchestra that's been hankering for one, somebody from Idaho and somebody from Alaska, a few Farsi and Hindi speakers to complement all those kids fluent in Spanish and Mandarin. Is the institution concerned about dwindling student interest in and support of a particular department? If so and the department is philosophy or art history, a kid who has demonstrated a strong interest in studying one of those subjects has an edge-maybe without even knowing or having planned it.

A Balm for Higher-Ed Hysteria

BUT THERE'S A WHOLE OTHER WAY TO view the landscape. "The process is much less selective today," John Katzman, chief executive and founder of Noodle, a com-

pany that helps students make decisions about education, told me, adding that any contention to the contrary is "smoke and mirrors." But Katzman, who previously founded the Princeton Review, isn't looking at Stanford or, for that matter, any school in the Ivy League. He is looking at a bigger picture—a broader group of colleges and universities that may not be ranked in the top 10 but are ranked in, say, the top 100 and regarded as superior.

Katzman notes that while the Ivy League hasn't seen any remarkable expansion in the number of undergraduates it can accommodate, many other schools—for example, the University of Michigan; the University of California, Berkeley; and Boston University—have grown significantly over the past 30 years. And during that time, many large schools like New York University and the University of Southern California have upgraded themselves enough to join the ranks of colleges that are generally considered elite. Katzman says these two trends together mean that it's statistically easier today than it was 30 years ago for an American high school senior who seeks admission to one of the 100 or even 50 most highly regarded colleges to gain it.

TIME March 30, 2015 51

With some elite schools getting bigger and some bigger schools getting more elite, in other words, the growth in the number of "elite" spots available has outpaced the population of qualified students applying for them. (Remember that it's the explosion of the number of applications per student that is driving down admissions rates more than the growth of the actual pool of students.)

Katzman, however, makes a crucial clarification: he's talking about the odds of getting into one or another of those schools, not of getting into the one, two or four that your heart was set on. He argues that if you apply widely within the universe of selective colleges, you're in better shape than you were decades ago to find a school that will take you, because that's the mathematical reality of the overall number of available slots relative to the number of young Americans who are applying to college.

Taking Yes for an Answer

ACCEPTING THIS AS GOOD NEWS, HOWever, probably means widening your lens in terms of what counts as a "good" education—which, by the way, is something attainable even outside the top 100 schools in the country. Parents and students look for some imagined jackpot, and in their tunnel vision they're not seeing any number of out-of-the-way opportunities and magical possibilities for four stimulating years that none of us ever get back.

Did you know that there's a New Jersey school with a behavioral-psychology course that takes place largely among the land and sea mammals at the Six Flags Great Adventure amusement and safari park? It's Monmouth University, in West Long Branch, and a few years ago a psychology professor there, Lisa Dinella, took her own children to the park and realized that the trainers' testimonials about animal behavior had significant overlap with her campus lectures. So she devised a new class at Monmouth that includes weekly meetings with trainers at Six Flags and fieldwork with the animals. It has been offered twice over the past three years.

Did you know that there's a New York school with a dormitory of yurts? Yes, yurts, those cylindrical Mongolian tents. The school is St. Lawrence University, in the upstate town of Canton, and I'm stretching by using the word *dormitory*, but not by much. St. Lawrence offers a

program every fall called the Adiron-dack Semester, and it's for a small group of students who elect to live in a yurt village in Adirondack Park, about an hour's drive from the campus. There's a lake and a thick canopy of pine trees, but no wireless. No electricity. No Chipotle. The students learn survival skills and make their own meals, largely with provisions from a nearby farm. And as they adapt to the wilderness, they contemplate its meaning and man's stewardship of it through a menu of courses on such topics as environmental philosophy and nature writing.

St. Norbert College, in De Pere, Wis., maintains a close relationship with the Green Bay Packers football team, including regular visits to the campus by players and internships with the Packers organization for students. Webster University, near St. Louis, emphasizes internationalism and has so many residential campuses in so many countries, including Thailand and Ghana, that a student could study in a different place with a different language and culture almost every semester. It also had the top-ranked collegiate chess team in the U.S. in 2013 and '14.

I could fill 10 paragraphs this way. I could fill 40 or 400 or an entire book. Despite all the challenges facing higher education in America, from mounting student debt to grade inflation and erratic standards, our system is rightly the world's envy, and not just because our most revered universities remain on the cutting edge of research and attract talent from around the globe. We also have a plenitude and variety of settings for learning that are unrivaled. In light of that, the process of applying to college should and could be about ecstatically rummaging through those possibilities and feeling energized, even elated, by them. But for too many students, it's not, and financial constraints aren't the only reason. Failures of boldness and imagina-

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tion by both students and parents bear some blame. The information is all out there. You just have to look.

Alice Kleeman, the college adviser at Menlo-Atherton High School in California, singled out Evergreen State College, in Olympia, Wash., as a school that had proved to be a spectacular experience for one of her students. It's somewhat famous as a progressive alternative to traditional schools, with narrative evaluations instead of grades, a pronounced attention to environmental issues and a student body of nonconformists. Kleeman said when a boy from Menlo-Atherton who went there came back to visit her after his freshman year, "I almost didn't recognize him, because of the confidence that he'd gained, because he'd finally found a place where other students shared his interests and where people weren't judged in the same way they're judged in the college admissions process. He had friends. He stood up straighter. He had a whole new image of who he was because he'd chosen a college that was a really great match for him. If you'd picked him up and dropped him into Harvard or Stanford, it just wouldn't have worked."

Real Values

WHAT ALL OF THIS MEANS IS THAT IF you're a parent who's pushing your kid toward one of the most prized schools in the country and you think you're doing him or her a favor, you're not. You're in all probability setting up your child for heartbreak, and you're imparting a questionable set of values.

If you're a student who is desperately attached to a handful of those schools, you need to pull back and think about how quixotic your quest is, recognizing the roles that patronage and pure luck play. You're going to get into a college that's more than able to provide a superb education to anyone who insists on one and who takes firm charge of his or her time there. But your chances of getting into the school of your dreams are slim. Your control over the outcome is very, very limited, and that outcome says nothing definitive about your talent or potential. To lose sight of that is to buy into, and essentially endorse, a game that's spun wildly out of control.

Adapted from Where You Go Is Not Who You'll Be: An Antidote to the College Admissions Mania (Grand Central Publishing, 2015)

The beloved gamemaker has struggled in an age of smartphones and tablets. But its top leaders say they have plans to even the score

IN LATE 2013, SATORU IWATA SAT ALONE ON a bullet train headed toward Tokyo. As the carriage sped silently down the track, Iwata, the puckish CEO of Nintendo, began sketching out a new idea: a line of physical toys with built-in chips that connected wirelessly to the company's varied game systems. The toys would let Nintendo trade on its universe of characters like Mario and Donkey Kong while generating new sales.

Iwata, a 55-year-old who dresses in three-piece suits and speaks in measured phrases, often pausing to chuckle, says he got more and more excited as he mulled the concept. He dashed off a four-page pitch to his engineers. "It was something I believed would be completely new for us," he recalls. The result was an array of figurines dubbed Amiibo (Japanese wordplay meant to evoke friends playing together), which launched worldwide a little less than a year later and turned out to be a hit. Nintendo says it sold nearly 6 million figurines, which go for about \$13 each, by the end of 2014.

Amiibo was a badly needed success for Nintendo—but one that underscores the difficult position the video-game pioneer finds itself in. The company that generated enormous profits in the 1990s and 2000s by introducing innovations in game controls and forcing rivals to adopt its ideas now at times follows in the footsteps of the competition. The gamemaker Activision has been selling similar toys since 2011, grossing nearly \$3 billion. Disney, meanwhile, has its own version of the toys, based on movie characters such as Buzz Lightyear and Captain Jack Sparrow.

For all its iconic achievements, Nintendo has actually been struggling for years.

OICHI KAMOSHIDA—BLOOMBERG/GETTY IMA

Wii U, the successor to the wildly popular Wii, has sold just under 10 million units since its launch in 2012. (From 2006 to 2014, Nintendo sold more than 100 million Wiis. And Microsoft and Sony, which launched competing systems after Wii U, have both outsold it.) Last summer, Nintendo laid off over 300 employees in Europe. And the company's return to modest profitability late last year, thanks in part to a weaker yen, materialized after three consecutive years of losses.

Nintendo's critics have been relentless in demanding that the company abandon its hardware business and make versions of its games for smartphones and tablets. It's not hard to see why: research firm Gartner reported global smartphone and tablet sales of over 1.4 billion units in 2014. By contrast, the two best-selling video-game systems of all time—Sony's PlayStation 2 console and Nintendo's DS handheldeach took nearly a decade to sell 150 million units. Meanwhile, smartphone gamemakers like King (Candy Crush) and Rovio (Angry Birds) are now worth billions. And mobile knockoffs of 1980s classics have turned into overnight hits (see: Crossy Road and Flappy Bird), while Mario, Luigi and friends can't be found on a phone.

That Nintendo finds itself at this juncture shows how quickly things have gotten scrambled by new technology in the world of video games. Not long ago, choosing a game system was as simple as deciding between Sony, Microsoft and Nintendo—and parents with small children, along with casual older players, almost exclusively picked the latter. Now the same trends that are shaking up television and movies—from smartphones and tablets to cutting-edge virtual reality—are changing the equation for games too.

Nintendo's senior leaders rarely talk publicly about internal strategy. But the company's top three executives recently agreed to speak with TIME and insisted that Nintendo is not out of big ideas. The firm is busily retooling to create new products, like Amiibo and its new 3DS handheld, released in February, more quickly. And Nintendo is opening up by broadcasting presentations—sometimes serious, sometimes silly—directly to its fans to combat a reputation for flat-footedness.

Perhaps most telling is the fact that Iwata says Nintendo is exploring how to use phones and other devices to attract more players. "We're constantly creating



prototypes, many of which never see the light of day," he says.

Not on the agenda: abandoning hardware. Nintendo argues that pressure to get out of that business reflects a deep misunderstanding of the company's approach to innovation. "We view it as that marriage of the software with the hardware that together creates a compelling experience," says Reggie Fils-Aimé, Nintendo of America's president. Iwata concurs, explaining that dropping out of hardware would cripple the company. "If we don't take an approach that looks holistically at the form a video-game platform should take in the future," he says, "then we're not able to sustain Nintendo 10 years down the road."

Nintendo's critics have been relentless in demanding that it abandon its hardware business and make games for smartphones and tablets

Playtime *Iwata lays out his vision for the future of gaming at a developers' conference*

Humble Origins

NINTENDO IS A MUCH OLDER COMPANY than its signature candy-colored protagonists suggest. Founded in Kyoto in 1889 by artist turned entrepreneur Fusajiro Yamauchi, the company began as a manufacturer of handcrafted playing cards. The Nintendo most people know was born in 1966. That's when Hiroshi Yamauchi, the firm's longest-serving president (from 1950 to 2002), greenlighted a gadget that employed crisscross slats and a scissors-like handle to make an extensible arm. It sold millions of units and paved the way for a series of quirky playthings that included early electronic games in the 1970s.

More recently, the company has been run as a creative troika, with Iwata at the top and presidents in both Europe (Satoru Shibata) and North America (Fils-Aimé). Shigeru Miyamoto, the storied creator of Donkey Kong, Mario and Zelda, is the company's creative genius and currently the general manager of its R&D division.

That division's approach to game design can sound counterintuitive. Conventional wisdom holds that consumer-electronics manufacturers should first design a game system, then lure third-party software developers to furnish it with hits. Nintendo says it does the opposite: it experiments until it finds something its existing systems can't do—motion sensors in the case of the

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3DS, WII U: NINTENDO; AMIIBO: ERIK TANNER FOR TII

Wii, or a touchscreen for the Wii U—then makes the hardware to support it. "Our job is to continue to create new platforms that enable us to create fun new ways to play," says Miyamoto.

The company's biggest seller remains its 3DS, a handheld successor to the Game Boy introduced in 2011. It is designed to appeal to all ages but is most popular among younger players. That's partly about parents. In a world flush with smart-devices that can tap the entire Internet—including unsavory fare—Nintendo's handhelds are relative walled gardens of controversy-free content. The 3DS can go online, but only if parents have set the device's privacy controls to allow it.

Internet-connectivity aside, the 3DS is like an iPhone on steroids. It's kitted with two screens, one of which is touch-sensitive; dual cameras for use by games or for taking pictures; and Wii-like motion sensors. It displays images that appear three-dimensional without having the player use special 3-D glasses. The latest version, the prosaically named New Nintendo 3DS (\$199), takes the concept further by using advanced eye-tracking techniques to improve the 3-D effect.

The company says the newest model is one example of how Nintendo will conduct itself going forward. Late into the development of the system, Nintendo met with a company that had the technology capable of improving its 3-D, which in previous versions had been knocked for not always working well. After previewing the technology, Miyamoto stunned his engineers. "He said, 'Why aren't we putting that in this system? If we don't put this in, there's no point in making the system,'" recalls Iwata.

In times past, Nintendo might not have upended its plans at the final hour to make complex technical changes. "I was personally asked many times by many engineers internally, 'Are we *really* going to do this?'" says Iwata, who began his career as a programmer. "This is where my background in technology is quite helpful, because it means the engineers can't trick me."

The feature, dubbed "super-stable 3-D" by Nintendo's marketing wing, is now seen as indispensable to the handheld's overhaul. New Nintendo 3DS has rallied sales relatively late in the platform's life cycle, giving the company a much-needed boost.



NEW NINTENDO 3DS

The company has sold 50 million handhelds since 2011 and launched an updated model in February



AMIIBO

The figurines connect wirelessly to Nintendo consoles; 6 million of the \$13 toys have been sold thus far



WII U

Nintendo's Wii followup launched in 2012, but at 10 million units, sales have been disappointing

Next Phase

ON BALANCE, NINTENDO'S METHODS HAVE reaped more hits than misses. But the misses have been consistent and significant. Nintendo's Virtual Boy, the company's way-early shot at a virtual-reality gaming system in 1995, was a commercial disaster. The first "PlayStation" was supposed to be a Sony-manufactured add-on for Super Nintendo, but Sony and Nintendo couldn't come to terms on a deal, spurring Sony to become a major competitor. And yet flights of fancy have ultimately proved to be Nintendo's chief strength over the years. The Wii—with its motion-detecting controllers that had players swing invisible tennis rackets—seemed like a bizarre concept when it was unveiled in late 2006.

The comparatively weak response to the Wii U isn't lost on Iwata. "Certainly I'm not satisfied with the current situation," he says. "It may not be [people's] first console of choice, but they recognize it as perhaps the best second console," he adds. In truth, the Wii U may turn out to be a placeholder. "I think they've bought themselves time to figure out what that next monumental step forward is," says Digital World Research analyst P.J. McNealy. Adds Yves Guillemot, CEO of games publisher Ubisoft: "The challenge for Nintendo now is to make sure their hardware continues to be convincing enough for people to buy." Guillemot is confident the company can do that.

Dan Adelman, a Nintendo executive from 2005 to 2014 who is now a gamesindustry consultant, says the firm "is already making the best games of any publisher out there." Compared with those of other publishers, Nintendo's games consistently earn top marks from critics. But Adelman says the company must continue to aggressively streamline its bureaucracy.

That leaves Nintendo rethinking its approach to the very industry it helped define. "We do have doubts [about] continuing to extend our business in the way that we have in the past," admits Iwata. "We have doubts about whether or not people will continue to see those simple extensions of what we've done as new and surprising." Fixing that will require entirely fresh ideas that can cut through the noise created by so many competing platforms. "If it takes a lot of explanation for people to understand your entertainment product," says Iwata, "you're doing something wrong."



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Read My Lips. Marketers find the value in facial analysis

BY JEFFREY KLUGER

IF YOU'RE TRYING TO TELL A LIE OR KEEP A secret, your face is not your friend. The human face may have been built for certain basic functions—eating, breathing, seeing—but the 43 separate muscles that keep it constantly moving mean it is constantly communicating too. Every eyebrow lift, forehead furrow, mouth twitch means something. That's bad news if you're bluffing, but it's good for a growing small-business sector that uses facial analysis to figure out if an ad campaign or a TV pilot is landing with consumers.

Affectiva, a 30-person operation in Waltham, Mass., is the most visible of these companies. The six-year-old firm has amassed 1,400 clients, including Unilever, Kellogg's and CBS. In the age of precise online and mobile metrics, most marketing chiefs are tiring of squishy focus-group and consumer-poll results; they want hard data. Rana el Kaliouby, Affectiva's chief science officer and co-

founder, wants to provide it to them.

A decade ago, el Kaliouby, who has a computer-science Ph.D. from Cambridge University with postdoctoral studies at MIT, began collecting video samples of faces with the goal of helping autistic children. "Autistic kids have a hard time reading faces," she says, "so the plan was to design a system that tells them that the person they're talking to is smiling, say, or looks confused, so maybe they want to explain themselves."

In 2006, a grant from the National Science Foundation brought her to the MIT Media Lab to continue her work. Industry groups regularly visit the lab in the hope of discovering new technology, and el Kaliouby's research intrigued them. "They asked, 'Have you thought of applying it to Procter & Gamble or Fox testing a product or TV lineup?'" she recalls. In 2009 she and Rosalind Picard, her MIT professor, spun out Affectiva to do just that.

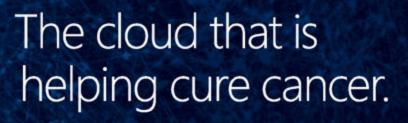
For a starting fee of \$2,500—which climbs depending on whether a 30-second commercial or a one-hour pilot is being tested—Affectiva makes its software available to marketers. Subjects watch a video on a computer screen while the pinhole camera in the computer watches them back. Volunteers always know when they're being recorded, which doesn't materially affect the results. Engagement, boredom, amusement, displeasure and more are tracked and analyzed, with changing degrees of each displayed with real-time fever charts. (The venture-backed company is not yet profitable.)

The database Affectiva uses to conduct those analyses is made up of more than 2.5 million facial video samples, each of which runs for 45 seconds at a rate of 14 frames per second. "We have 7 billion emotional data points [to use for comparison]," says el Kaliouby. The software corrects for variables including gender, culture and age, all of which can be important. "Women tend to smile more than men," El Kaliouby says, "and they smile longer too. Older people tend to be more expressive than younger people." Europeans and Americans give away more than Asians do, she adds.

This method of data collection has proved popular. Startup nViso, in Switzerland, employs similar technology as Affectiva. And Emotient, based in San Diego, collects its data "in the wild," as CEO Ken Denman puts it, by using software to study groups of people—shoppers in malls or crowds in arenas—to see how they're reacting to what they're seeing.

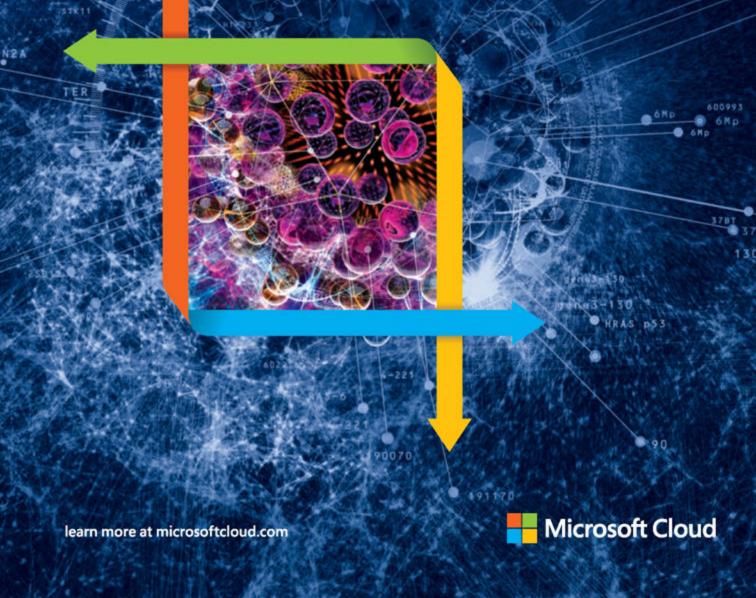
Market testing is only the lowesthanging fruit. El Kaliouby envisions diversifying into political polling and analysis, as well as helping teachers of online courses assess student engagement. Autism and other cognitive and psychological conditions remain on her radar.

There are some potential growth areas that are more controversial: law enforcement, lie detection and airport security, for example. For both Emotient and Affectiva they're no-go zones. "When we first started," says el Kaliouby, "we articulated our values for the company and determined that subjects would always have to opt in, so for that reason we don't want to be in security." That, of course, leaves that space open to new competitors.



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THE WEEK PRETTY WOMAN TURNS 25

The Culture

TELEVISION

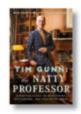
Up All Night

James Corden admits he's terrified of taking over CBS's Late Late Show on March 23, but the 36-year-old Brit is ready to put his spin on late-night TV. "I have no idea if it's going to work," says Corden, who unlike his hosting peers is better known for acting than for stand-up. (The Tony winner recently starred in Into the Woods.) "You can't make a show that feels fresh and exciting without leaving elements of it to chance."

BOOKS

Make It Work

Tim Gunn is best known as a co-host of *Project Runway*, but he taught for many years at New York City's Parsons the New School for Design. His new book, *Tim Gunn: The Natty Professor*, out March 24, reflects on what he's learned about mentorship.



MUSIC Over the Moon

George Lewis Jr. is frequently labeled a new-wave revival act, but his third album as **Twin Shadow**, *Eclipse* (out now), shows there's much more to his sound. The songs are grander, less guitar-driven and at times quite haunting—fitting for a major-label debut partly recorded in an L.A. cemetery.



ART

Drawing Board

American artist **Trenton Doyle Hancock** made his
mark with the colorful cartoon
characters that populate his
work, on display at New York
City's Studio Museum in Harlem
from March 26 to June 28.



For more of TIME's interview with Corden, visit www.time.com/james-corden



A place of their own Parents wanted to create a camp for the whole family where their children could express themselves without "feeling the need to look over their shoulders," writes Morris





Morris' book *You Are You*, with an essay by Jennifer Finney Boylan, will be available on May 5. To see additional images, visit **time.com/happycampers.**

Happy Campers Documenting a rural retreat for gendercreative kids

By Eliza Gray

RAISING A CHILD WHO DOESN'T CONFORM TO gender roles is a minefield for even the most supportive parents. How do you let your children be themselves while also protecting them from bullies? That question led a number of parents, who met through a therapy group for gender-variant children, to organize an annual four-day camp in the wilderness for their kids. Photographer Lindsay Morris began attending the camp in 2007. Over several years, she took pictures of the children and their families to document their experiences. Now a selection of this work has been published in the new book *You Are You*.

The camp serves about 30 families with children ages 6 to 12, who gather in different rural settings around the country each year. Almost all the children are biological boys who like to wear girls' clothing. The kids in Morris' photographs fall across the gender spectrum. But they are too young to know which category they will grow into—if they fit into a category at all. Some will grow up to be transgender, while others will become gender-conforming adults. Still more may decide to embrace a fluid concept of gender. "Living with ambiguity can be very hard," writes one of the parents in a reflection in the book. The beauty of the camp is that it allows the kids to live comfortably in the middle, a difficult space to occupy during the rest of the year.

Morris hopes her work will help gendercreative kids and their families realize they are not alone. Along with the photographs, she includes a list of helpful children's books and support organizations. But the book's greatest value may be in showing the joy of children who are allowed the simple freedom to be themselves.

The Culture | Art





Packed schedule At camp, the kids swim, craft and roast marshmallows. It ends with a fashion show. "We try to make them feel fabulous," says Morris. "It helps carry them through the year—the memory of their parents and siblings in the audience clapping for them."



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Movies

Affable Aliens. Home-spun chemistry unites two comics and a diva

By Daniel D'Addario

WHO BETTER TO STAR IN A FILM ABOUT aliens invading Earth than three actors from completely different worlds?

There's not a whole lot that connects pop star Rihanna ("Umbrella"), sitcom star Jim Parsons (The Big Bang Theory) and comedy icon Steve Martin. And in the new DreamWorks Animation film Home (out March 27), that's exactly the point. Martin's Captain Smek is delightfully pompous in his avid pursuit of a fugitive fellow alien, Oh, played by Parsons. Oh's crime: inadvertently sabotaging his race's colonization of Earth. Like Parsons' TV character Sheldon Cooper, Oh is endearingly oblivious to the chaos around him until he's eventually rescued and taken on a globetrotting journey, by seventh-grader Gratuity Tucci—call her "Tip"—who's as wry and fresh as the Barbadian pop diva who provides her voice.

The result is the rare animated film that's informed by but not overwhelmed by its actors' offscreen selves. "The upcoming tour should be good," quips Martin as the three stars sit down to chat with TIME. Rihanna, less experienced a thespian than her co-stars, relied on the energy of Martin's and Parsons' performances to guide her. "With Steve, I was inspired by how effortless his improv was—he just goes! And I got to see some of the footage of what he did. It's really special to see him really comfortable and not fearful of anything."

Then she gestures to Parsons. "Him, on the other hand ..."

Risk and Reward

THE CHEMISTRY AMONG THESE SHARP, well-matched stars could be immensely valuable for DreamWorks. Last year the studio attempted to extend two franchises with *The Penguins of Madagascar* and *How to Train Your Dragon 2*, but both were box-office disappointments. The studio has so much riding on *Home* that President Obama was brought to meet Parsons and Martin on his 2013 tour of the studio. ("I think he's going to watch it with his children, and he'll enjoy me best," Martin says.)

Despite the star power, *Home*—based on Adam Rex's 2007 children's book *The True Meaning of Smekday*—is in some ways a risk for the studio. It has an elaborate, bordering on baroque, plot in a genre where the biggest hits can be described in a sentence: "Sisters bond over adversity in a wintry clime." "An ogre and his pals have adventures." "Toys learn what it means to be human." Yet its underlying theme of forming unlikely bonds to overcome feeling out of place—in seventh grade or the world at large—shines through.

The movie already has its eye on a multiplatform audience, with *Frozen*-like sources of ancillary income. Rihanna helped produce an eight-song album of music for the film, including contributions from Jennifer Lopez and Charli XCX and three new tracks from Rihanna herself—catnip to famished fans who've been waiting for a new record from her since 2012. "Everything was curated with the audience in mind," Rihanna says, "with the characters in mind and most importantly with the emotions and what we want everybody to feel."

Real-World Idols

WHILE PARSONS BRINGS TO OH THE SAME wide-eyed sincerity that's won him four Emmys and Martin tosses in his familiar, easy-to-deflate egotism, Rihanna makes Tip an assertive, fresh heroine for our current age. On their journey between continents in a slushie-powered flying car—hey, if biodiesel cars can be powered

Oh, Smek and Tip each take on aspects of the stars who voice them while remaining relatable to kids

by french-fry oil, why not?—Rihanna gives voice to the human side of this cross-species friendship, teaching clueless Oh how to tell jokes and getting a few good ones in at his expense.

It's also noteworthy that Tip, like Rihanna, is an immigrant from Barbados. "When I saw what she looked like," Rihanna said, referring to the character's dark skin, voluminous curls and bright green eyes, "I was really intrigued by how realistic she was and how much I felt like I could be her." This makes *Home* one of a small, though growing, set of animated movies and shows that provide nonwhite kids with a protagonist who looks like them, along with Disney's *Mulan*, *The Princess and the Frog* and the forthcoming animated series *Elena of Avalor*.

It helps that *Home* boasts the voice of one of the kids' real-world idols. Rihanna is 27, and as she says of her younger fans, "we live two different lives." This movie could bridge the gap, just as it will continue to introduce youngsters to a star beloved by their parents. Citing his 2006 *Pink Panther* remake, Martin says, "I just love the idea that somebody can take their kids and everybody can enjoy it, and it's interesting for the adults as well."

Parsons, meanwhile, identified with *Home*'s theme of finding one's place in a topsy-turvy world: "I was always eager to do theater and acting because of course there are other ways in which life felt misplaced and you feel out of step."

Before the conversation ends, TIME asks the stars about their favorite animated films. Peter Pan is Martin's pick: "He could fly, and that just really enticed me. And Wendy I felt really attracted to." Rihanna offers Antz—which was made by Tim Johnson, the director of Home—and Beauty and the Beast, an oblique reference to her tumultuous, now concluded relationship with abusive paramour Chris Brown. "If fell in love with the Beast," she

says. "That's pretty much my dating record so far."

But then she and Parsons dissolve into giggles. "Let's go there, shall we?" he asks, as the moment is defused. A singer famous for owning the stage is more appealing than ever toning down the provocation and sharing the spotlight.



Reviews



MUSIC

The Butterfly Effect. A new anthem of black identity

By Jamieson Cox

kendrick lamar's rapid ascent to a place near hip-hop's creative and commercial peak can be traced to his command of three key skills. On a purely technical level, he's one of the most exciting rappers of his generation, possessed of both impressive agility and the capacity for tremendous force. When he's on the mike, beats are less constraints than canvases—he doodles on and around them with abandon. He's fearless, a quality that manifests in the sound and effect of his voice: it cracks and spits, carries feeble melodies, bears the weight of rich stories. And as a narrative sculptor, he's formidable, stitching fully realized characters, lived-in locations and generational angst into snapshots of life for the young, black and questioning.

All are in full effect on Lamar's third studio album, *To Pimp a Butterfly*, a worthy successor to his acclaimed 2012 release *Good Kid*, *M.A.A.D. City*. Lamar has issued another plot-centric, thematically complex work in which he debates whether he should leverage his celebrity to become a standard bearer for blackness. The inquiry comes to define the album: How can you fight for love on behalf of your people when you can barely find a reason to love yourself?

Lamar struggles to answer even as he rails against the demons and constraints that obstruct his journey: depression, systemic racism, substance abuse in society, police brutality. The album climaxes with an imagined conversation with Tupac Shakur in which Lamar grapples with the weight of black leadership and galvanization, a responsibility he claims to inherit from a range of black luminaries, from Nelson Mandela to Michael Jackson. It's a bold gambit but also a typical example of his blinding, mighty ambition. Lamar wants nothing less than greatness, and *To Pimp a Butterfly* is another step forward on that path.

MOVIES

Serena's a Thriller That Squanders a Dynamic Duo

They made ideal wounded sparring partners in Silver Linings Playbook and flirted with malicious intent in American Hustle. What characters couldn't Bradley **Cooper and Jennifer** Lawrence bring to gnarly life? Quick, sad answer: a North Carolina lumberman and his Colorado bride in Serena, director Susanne Bier's movie of the Ron Rash novel. Filmed in 2012 and finally limping into theaters like a glamorous zombie, the movie has star wattage but zero emotional voltage.

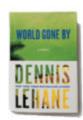
As George Pemberton (Cooper) battles government regulations during the Great Depression, he copes with his wife's knowledge that he fathered an illegitimate child. Serena says that nothing in the past matters, but that's just the cooing lie of a femme fatale. Stuff happens, then nastier stuff, without Bier engaging the viewer's empathy or sick fear. So Serena plays like a doomed Broadway tryout that should have closed in New Haven

-RICHARD CORLISS

BOOKS

Sad Guys. Dennis Lehane's hero is a melancholy mobster

By Lev Grossman



A MODERN MASTER OF crime writing, Dennis Lehane is also something of a professional Bostonian, permanently associated with the broad Massachusetts accents in the movie

Mystic River, which was based on one of his 12 novels. The story in his new one, World Gone By, started in Boston two books ago: it's the last in a loose-limbed trilogy that began with The Given Day, set in Boston in 1918. But Live by Night followed its hero, Joe Coughlin, son of a Boston cop, to Cuba and Florida, where he thrived as a gangster, albeit by dint of some toe-curling moral compromises. In World Gone By, Joe is still there, and at 37—pretty old in gangster years—he's feeling his oats.

Joe's raising his son as a single dad—gangster wives don't live long either—and is largely retired. These days he commits his crimes mostly in an advisory capacity; his professional heyday is one of several worlds that are gone or going by. "Time is rented," Joe thinks, with characteristically hard-boiled wisdom, "never owned." So he's baffled when he learns that there's a contract out on him. Who would want an aging, relatively harmless golden boy like him dead?

While Joe scrambles to figure it out, a turf war kicks up between Italian mobsters and a local black syndicate. Meanwhile the other turf war, involving Hitler and Europe, is going on in the background. World Gone By is plotted like a thriller, but even with bullets flying, Joe maintains an elegiac, sunset mood. At times it's a little comic, watching this multiple murderer, who'd "killed, stolen, maimed and assaulted his way through his 37 years," swap mournful aphorisms with his associates. ("Is everyone we know broken?" "Pretty much.") But maybe even hard-boiled guys go a little soft in the end.

LAMAR: PARAS GRIFFIN—GETTY IMAGES; LAWRENCE, COOPER: MAGNOLIA PICTURES

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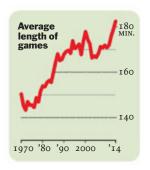
Sports

Play Ball! New rules may finally speed up America's pastime

By Sean Gregory and Emily Barone

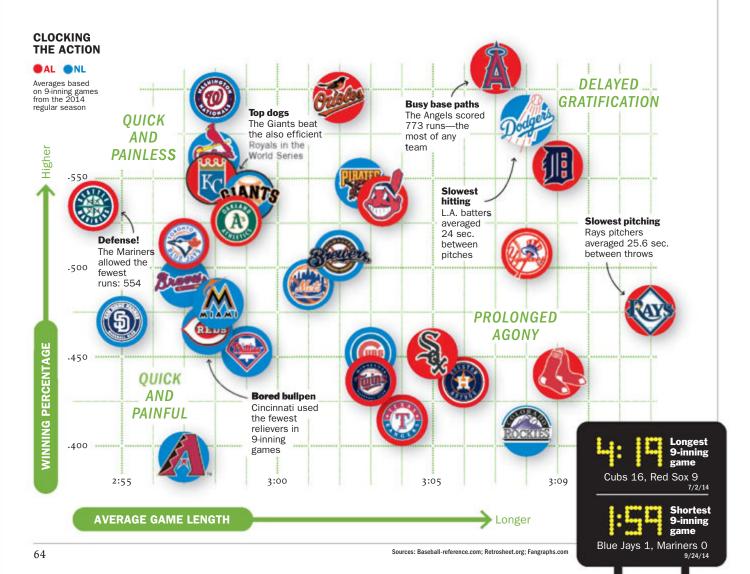
WILL THIS BE THE YEAR BASEBALL FINALLY HURries up its act? The average time of a nine-inning Major League Baseball game was 3 hr. 2 min. in 2014, up from 2:54 in 1999 and 2:33 in 1981. The increase is the result of additional pitching changes—due to the rise of specialist relievers and hitters spending more time square dancing in and out of the batter's box.

That languorous pace hasn't helped America's pastime attract younger fans—one reason that new MLB commissioner Rob Manfred has made



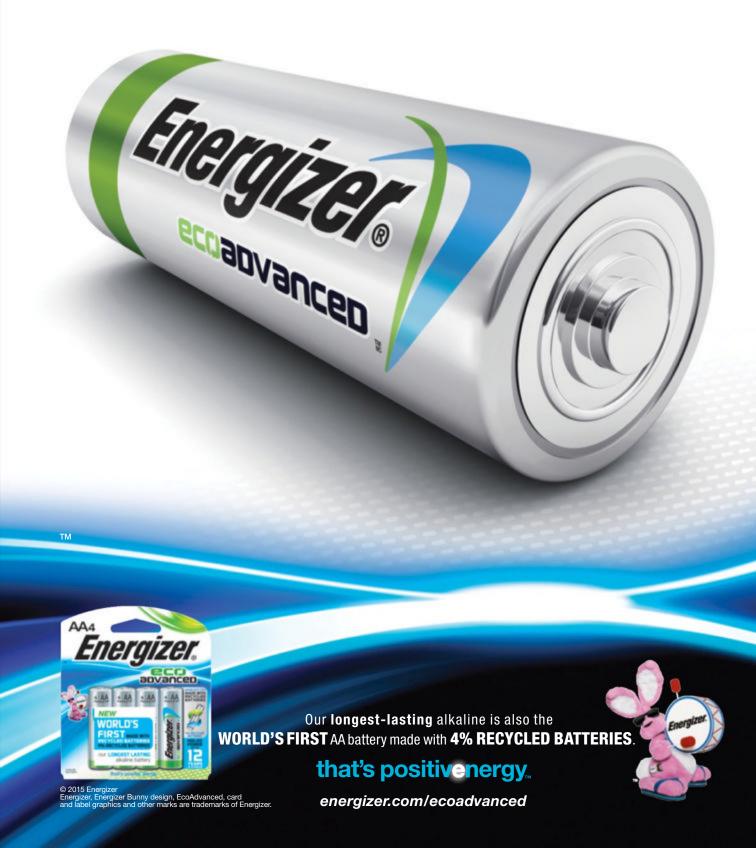
faster play a priority. When the 2015 season begins on April 5, hitters will be generally required to keep one foot in the batter's box. And a stadium clock will count down the time between innings: a 2-min. 25-sec. break for locally televised games, 2:45 for national-TV games.

At least one star player is griping about the new rules. "I call that bullsh-t," Boston Red Sox slugger David Ortiz said about the batter's-box policy. No, Big Papi, that's progress. Baseball can't afford to bleed any more fans. Hurry up, already.



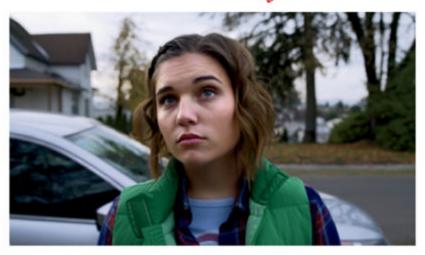
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Books

Paige views McKenzie's YouTube channel has over 200,000 subscribers



Little Miss Sunshine. A spooky YouTube series migrates to print

By Lev Grossman

piece of modern storytelling goes from books to movies, or occasionally from books to TV, followed by an unpredictable fragmentation into video games and comic books and other, more exotic media. But *The Haunting of Sunshine Girl* has managed to propagate itself backward, vigorously swimming upstream, from a series of YouTube videos into a new young-adult novel of the same name. I'm sure it's not the first novel to be published with the YouTube logo on the front cover, but it's the first one I've ever seen. I doubt it will be the last.

The Haunting of Sunshine Girl video series stars Paige McKenzie, who is also the author of the book, written with the help of the established young-adult novelist Alyssa Sheinmel. The story concerns a 16-year-old girl named Sunshine Griffith who moves with her mother from Austin to a small, rainy town in Washington State. (This seems to be an established migration pattern for quirky teenage girls: Bella from Twilight went from another hot, dry city, Phoenix, to another small, rainy town in Washington State.)

There, Sunshine and her mom rent a little house together. One night Sunshine hears footsteps, and a creepy child's voice whispers to her, *Nighty-night*. As Sunshine says, that's the thing about haunted houses: "Once you move into one, you're never really alone again."

As a heroine, Sunshine is appealing but not irresistible, in part because she's trying a little



Phantom of all but the opera The Weinstein Co., which is publishing Sunshine Girl, is also developing a TV series

too hard to crush your resistance. Her idiosyncrasies are a bit too conventional to feel authentic: she wears vintage clothes, loves Jane Austen, hates pink and owns both a typewriter and an old film camera. (The only conceit I really fell for was her taxidermied owl, and only because his name is Dr. Hoo.) And then there's her name. I never quite got comfortable with the title, which feels like it might be missing a comma after *Sunshine*.

But the plot moves along smoothly and rapidly, and the writing is graceful and wonderfully polished—if anything, production values are higher on the page than in the video series. As Sunshine navigates high school life, the supernatural manifestations continue: more noises and voices, Sunshine's room gets rearranged, Dr. Hoo magically takes flight. The ghost engages her hauntee in board games—Monopoly's a favorite. Meanwhile, Sunshine's mom, a neonatal specialist, either can't see or immediately forgets any of the supernatural stuff, and soon she begins behaving in odd, sinister ways.

On the plus side, Sunshine meets Nolan, a promising boy in her art class. They bond over her vintage camera, and he becomes her partner in ghostbusting. (There's a sly wink at *Twilight* when Sunshine accidentally covers Nolan with sparkly glitter.) All the while Sunshine is being watched over by a mysterious presence given to creepy aperçus. "I've always been fond of that human expression: The first cut is the deepest," it muses. "The first cut is usually barely enough to cause any real damage. It's the hurts that come later that are the real cause for concern."

It's hard not to finish *The Haunting of Sunshine Girl*, but like Sunshine's mom, I had some trouble remembering it afterward. It's almost too milled and polished. It lacks the gritty randomness of real life. Things happen a little too simply and predictably in Sunshine's world: Nolan just happens to have a lifelong interest in the paranormal. Sunshine turns out to have been adopted, and I'll leave it to you to guess whether her real parents turn out to be people of unusual abilities.

Not that young-adult novels, or any novels, shouldn't rely on conventions. They're part of the skeleton of any book, and there's no point in being fussy about them. As Evelyn Waugh once said, "To be oversensitive about clichés is like being oversensitive about table manners." But you need some genuine weirdness in there too to give a book life. Say what you like about Edward Cullen's sparkliness, but you'd never seen it before. If anything scary is haunting Sunshine, it's the ghosts of young-adult novels past.

KENZIE: LEVY MOROSHA

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Pop Chart





Lorde sent cupcakes to a contestant who harsh criticism on X-Factor New Zealand.

Apple will reportedly launch a webbased TV service this fall (with channels under ABC, CBS and Fox).



Kathy Griffin said she quit E!'s Fashion Police because she didn't want to "contribute to a culture of unattainable perfectionism."

Tom Hanks helped a group of Girl Scouts sell cookies by offering to take photos with passersby who bought boxes.



VERBATIM

'I hate your



HANNIBAL BURESS, the comedian who helped catalyze the recent Cosby scandal, at Comedy Central's roast of **Justin Bieber**

DIGITS

Price of the diamond-studded cheese slicer stolen earlier this month from the Amsterdam Cheese Museum; it's reportedly the most expensive item of its kind



UNTOLD STORY *Unlike most 19th century photographers*, R.J. Arnold chose to shoot people of all races. His work, on view at L.A.'s Paramount Pictures Studios from May 1-3 (and above), centers on subjects in old California.

QUICK TALK Kate Winslet

In The Divergent Series: Insurgent, out March 20, Winslet, 39, plays Jeanine Matthews, a corrupt leader hell-bent on eliminating those who don't fit perfectly into her society's five factions. — NOLAN FEENEY

You've called your character the

female Hitler. That's a pretty intense label. But you can see why! I watched Insurgent the other night, and I really sat there thinking to myself, "Oh my god, she is Hitler." It is harsh, but it's the truth. Her behavior is diabolical. More diabolical than Hanna Schmitz, the actual Nazi you played in The Reader? It's very easy for me to judge a character who is fake. I can easily say, "Jeanine is a despicable, disgusting woman, and if I met her, I would trample her to the ground and pull her eyes out!" But I find myself feeling incredibly protective of [the characters based on real people]. You'd never find me saying anything disparaging about Hanna Schmitz, although of course the storyline she occupies is not a very nice one. In recent years, young-adult franchises have cast a surprising number of accomplished actors: you in Divergent, Philip Seymour Hoffman in The Hunger Games. How do you explain the appeal? After the success of The Hunger Games and how entertaining that has been for my kids and their friends, it's a really wonderful thing to provide them with more. And I really did love these books. Harry Potter harnessed the imagination of so many young-adult minds, and it's the same with the *Divergent* series. So you must be the coolest mom ever now. One hundred percent. Seriously. [My kids] want me to get to school a

like it if I'm killing time in the

playground.

ON MY **RADAR**

► Children's TV shows

"I love Peppa Pig. I'm a huge fan of Teletubbies. I can't aet enough Baby Jake."



HANKS, GRIFFIN, BURESS, BIEBER: GETTY IMAGES; THE LEARNING HUB: HUFTON AND CROW; NEESON, TREJO, FIRTH: 20TH CENTURY FOX; MIRREN: LIONSGATE COSTNER: PARAMOUNT PICTURES; WINSLET: KEVIN WINTER—GETTY IMAGES; GLASS PLATE 009-05, C. 1886-1898: R.J. ARNOLD—EL PASO DE ROBLES AREA HISTORICAL SOCIETY



HIVE MIND The Internet may have changed the way college students learn and work together, but their physical classrooms have remained largely the same. Not so at the Heatherwick Studio—designed Learning Hub at Singapore's Nanyang Technological University, which opened March 10. The building's 12 towers feature indoor gardens, natural lighting and 56 cornerless "tutorial rooms" designed to enhance collaboration between students and professors (tech and otherwise).

ROUNDUP Second

Acts

How old is too old to become an action-movie hero? Although the genre is dominated by 30-somethings named Chris-Pratt, Pine, Evans, Hemsworth-54-year-old Sean Penn is making his move with Pierre Morel's The Gunman, which opens March 20. But Penn is just the latest in a long line of actors who have attempted late-inlife switches from acclaimed dramas to action. Here's a look at how some fared, from worst

to best:

KEVIN COSTNER

At 59, the Oscar-winning actor delved into shoot-'em-ups with Jack Ryan: Shadow Recruit and 3 Days to Kill. Both efforts tanked with critics and audiences, pulling in underwhelming boxoffice returns.

COLIN FIRTH

A romanticcomedy mainstay, the 54-year-old Brit took a chance on Kingsman: The Secret Service and earned plaudits (and sizable box-office returns) in the process.

HELEN MIRREN

In 2010, the then 65-year-old Mirren starred opposite action staples Bruce Willis and John Malkovich in Red. The film netted \$200 million at the global box office and eventually spawned

a sequel.

DANNY TREJO

A bit player in violent films for two decades. Trejo, at 66, was hailed as a fullfledged action star in Robert Rodriguez's 2010 gore fest Machete and its sequel, Machete Kills.

Until recently, the 62-year-old actor was best known for his performance in Schindler's List. All that changed with Taken (released in 2009) and its sequels, which have grossed \$900 million at the global box office.

LIAM NEESON





So many Breaking Bad fans were throwing pizza at Walter White's real-life Albuquerque home re-creating a famous scene from the showthat creator Vince Gilligan asked them in a podcast to

Ohio police are on the hunt for a serial pooper who has defecated on at least 19 cars in three years.

lkea cracked down on in-store hide-and-seek games after 32,000 people signed up for one in the Netherlands.



KFC debuted a deep-fried burrito stuffed with fried chicken, cheese, bacon and bourbon barbecue sauce-and it's available only in New Zealand.

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entertainment

WEINSTEIN FOR

Susanna Schrobsdorff

The Grandparent Clock

There's often one forgotten variable in the decision about when to have kids

FEW MONTHS AGO I WAS sitting in the vast dining room of an assisted-living home in Washington, D.C., watching my 5-year-old niece bounce like a pinball between tables of seniors. It was a startling sight—that small, smooth blond blur amid a hundred crinkly faces. Her audience, mostly women in their 80s and 90s, grinned as she navigated all the parked walkers, canes and wheelchairs as if it were a playground.

Sahar is a bit of a celebrity here. Far younger than most of the other grandchildren who visit, she is a rare burst of kindergarten energy in a place where even the elevators move very slowly. She comes frequently to have meals with my dad, her grandfather. He's 81, and she doesn't know what he was like before dementia took hold. Nor does she remember her grandmother who died four years ago, except in the funny stories my sister tells so often that Sahar refers to them as if they were her own memories.

She and my two daughters are among a growing number of kids who will see their grandparents primarily as people in need of care rather than as caretakers. They are the leading edge of a generation whose mothers and fathers had children later in life. They've seen us juggle our jobs, their school schedules and their grandparents' needs simultaneouslyone day missing work to be at the bedside of a parent who's had a bad fall, another day trying to call an elder-care aide from the back row of a dance recital.

It seems naive to say this tripart

balancing act came as a surprise to me and my sister, but it did. Somehow, while we were worrying about our biological clocks and our careers, it didn't occur to us that another biological clock was ticking down: that of our parents' health. And while medical science keeps coming up with new ways to prolong fertility, thwarting the frailties of old age is harder.

Our parents seemed so vibrant, so capable in their 60s that we couldn't imagine how fast things would change. We knew that three or four years could make a huge difference in our fertility, but it turned out that three or four years could also mean the difference between a grandmother who can take a toddler to the beach and one who can't lift her newest grandbaby out of a kiddie pool because of arthritis.

My daughters may face an even greater grandparent gap. I was almost 39 when I had my second child. If she has a child at the same age, I'll be over 80 when



that grandchild enters pre-K. And I'm not alone here: about six times as many children were born to women 35 and older in 2012 as they were 40 years ago.

I'm aiming to stay spry, but by the time I become a grandmother, I'll likely be past the age that my daughter can drop her kids off at my house for a weekend. Will I be one of those exceptional octogenarians who jogs every day? Will I be able to babysit, or will I need my daughter to find me a babysitter? I don't know. But with about half a million people diagnosed with Alzheimer's each year, plus the usual maladies of age, there's a fair chance I'll need some kind of help.

If I had thought about all that, I might have gotten pregnant a few years earlier,

just to give my kids that little bit of extra time with my parents in their prime. Of course, it's not as if my sister and I could have chosen exactly when we met the men who became our children's fathers. Nor do I regret spending my 20s and part of my 30s living in different countries, doing all kinds of jobs, soaking up the world. It was glorious, and it made me a better mother. But I do know I'd give anything if my kids could have one more weekend at the beach with my parents in peak grandparenting mode—full of silly jokes and poetry and wry observations from extraordinary lives lived fully.

And now, amid the ongoing

debate over when to lean into a job or a relationship or children, my take has changed. I want to tell my daughters, "Don't forget grandparents in the highpressure calculus of modern life. I would like to make it easier for you if you want to lean in and have babies at the same time. I'd also like to know your children." Who knows if I'll get that chance, given the million variables at play, but I want them to know it's an option.

In the meantime, I'm leaning into this new phase, one ripe with gratitude even as my father fades, losing more of himself every day. My children are discovering that they are not always the center of the world. And while my little niece may never know what my dad was like when he used to hide Easter eggs or swim after us pretending to be a shark, his white hair pluming like sea foam, she's learning something beautiful from her mother. She sees my sister visiting him daily, feeding him, talking to him. Sahar is seeing kindness firsthand. And she understands that the thin, confused man in the bed is someone worth loving. That he is family. ■

Schrobsdorff is an assistant managing editor

at Time

70

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As PBS airs a new documentary about him, James Baker talks about current events and his career

What did you think of the GOP Senators' letter to Iran?

I'm a creature of the Executive Branch. Our Constitution vests the President of the United States with the primary power, authority and responsibility to conduct our foreign policy. And you can't conduct foreign policy with 535 Secretaries of State.

You and President George H.W. Bush oversaw the fall of the Soviet Union. Is there anything to stop Vladimir Putin from going back to some version of that system?

Our response has been severely tepid. I don't think you can stand up and say that if they keep doing this, there are going to be grave consequences, and then they keep doing it and we don't do anything.

You helped engineer the last big Middle East peace deal with talks that started in Madrid nearly 25 years ago. Have the Palestinians and Benjamin Netanyahu successfully precluded the possibility of a two-state solution?

I don't think so. There is still hope for a two-state solution, because I don't think there is any other way that Israel can maintain both its democratic character and its Jewish character. At the end of the day, the Israeli body politic is going to want to do that.

Is ISIS a serious threat or a distraction, in your view? It's a serious problem.

I agreed with the President's statement that he wants to degrade and destroy ISIS. But I don't think we have a strategy in place to do that. I don't think you can win this war through the air. We're going to have to find a way to get some boots on the ground, and those boots should not be American boots. We've had quite enough of young Americans bleeding and dying in the Middle East for a while.

Are we headed in the right direction with China for the relationship we want to have with the Chinese 20 years down the road?

I think we are. I hope we are. I don't think we're destined to be an enemy of China and vice versa. And if we handle the tensions and the relationship properly, we don't have to get there. We ought to cooperate where we can on those issues where our interests converge, and manage our differences.

You've held three Cabinetlevel posts for three Presidents. Which was the hardest?

Chief of staff of the White House is the hardest. It's the worst job in government, because your job is to take the javelins that are intended for the old man, and you run out of political chips in a big hurry.

Have Americans lost their muscle memory for compromise?

The middle in our politics is sort of disappearing. The middle is where you govern from. And if you're going to govern in a bipartisan fashion, you're not going to get 100% of what you want. You might get 80%, but you have to give up a little, and you have to compromise. We've gotten away from that.

How come?

No. 1, redistricting has gotten totally out of hand. Another bad thing is that Congressmen don't socialize with colleagues from the other side the way they used to. And the third thing has to do with your business. Journalists used to be dispassionate observers of the process. Today they are players, and that's not good, because it tends to more divisiveness and discord.

What was the best advice you've ever gotten?

Don't ever wing it. Make sure that if you do something, you're going to do it right. And that means be prepared.

Everyone is in this movie [which airs March 24]: Presidents, Vice Presidents, Secretaries of State. How long is it going to take you to pay all these people back?

There are a lot of thankyou notes that have to be written, and quite frankly I'm willing to write them.

-MICHAEL DUFFY

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